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THE HAYSTACK JUST GOT SMALLER

A small, conical haystack of dry straw sits on a white surface. A large, silver needle is stuck through the top of the haystack, with its sharp point buried in the straw and its long, thin shaft extending upwards and to the right. The needle is positioned diagonally across the frame, passing through the word 'SMALLER' in the headline.

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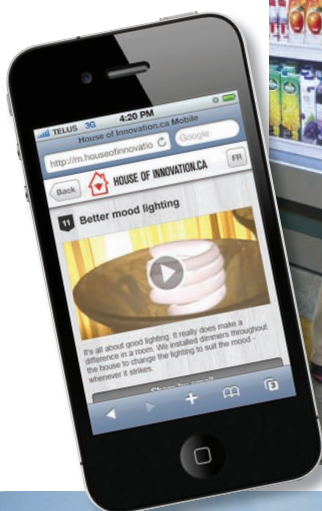
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ON THE COVER We liked the style of American illustrator Tod Kapke so much that we called him up for a repeat performance (he did last month's Fall TV issue). The Next Big Things are all about accessible technology, sometimes literally in the palm of our hands, and Kapke brought this idea to life through a very techie interpretation of the words.

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Focus and context are the new art and copy

Relaxing on a deck recently, supposedly taking a mental vacation from adland, I saw an ad that took complete advantage of its environment.

After finishing the puzzles in the *New York Times*, my eye was caught by an image of nutmeg, in a wee box just above the crossword. The pic was captioned with "Yesterday's A Google a Day" challenge, and "How to find the answer" to the spice-that-motivated-an-exchange-of-islands query. Intrigued, I looked above the fold to find a two-column half page ad with a new question ("Is there moss on all sides of the rocks where Aurelius Ambrosius is said to be buried?") as well as an empty Google search box and a throw to Agoogleaday.com.

Brilliant. Someone realized that when stumped crossword fanatics resort to search, so why not make a game of it (and make it feel less like cheating)? This invites participation that's entirely within the pre-existing routine of the reader. When it comes to all the new techie options out there (which often require elaborate participation) coming up with ad ideas that don't fight for attention – but rather riff off interests and routines in entertaining or useful ways – will be key.

Our Next Big Things report (p. 24) looks at several trends that have that requisite focus and context potential. Of course, every time something new unspools, there is the big adoption reckoning factor: will consumers embrace it in large enough droves to warrant adding it to the list of campaign elements? And until the truly novel becomes the norm, it's deemed not ready for advertising. But a big factor is just human nature – how easy is it and what's the reward? This is where focus and context can tip the scale.

It's also why things like NUads from Microsoft (p. 26), interactive ads that use Kinect gestural and voice activation building off existing Xbox gameplay, have a better chance of breaking through than "interactive" schemes of the past. The audience is already trained to respond appropriately (and it's a significant demo). That's likely why it gleaned attention at Cannes, and why those who see the demo immediately start plotting uses for it.

The mobile commerce and adaptable digital design trends covered also open the door to exciting possibilities – the latter enabling a much closer relationship with culture than just interrupting it, while the former engages the consumer as a shopper creating retail options everywhere. They're more direct than OOH advertising of yore, so less invasive of public space and have the potential to eliminate some of the clutter with more targetable use.

As to the bigger Next Big Things picture, "baking marketing into the product" is one of the trends columnist Will Novosedlik flags as the future (p. 57). He describes a utopian marketplace where the quest for the cleverest tagline is replaced with a continuous consumer input loop that starts with the product, and if done well, replaces campaigns with "long term cultural narratives." "Instead of a culture formed by business we could have a business formed by culture," he writes.

He observes that the current agency model is not equipped for this approach, or even to deal with the collaboration convergence requires. On that front, Jonathan Paul's media feature this issue looks at the change sweeping media agencies, as they evolve to meet the new advertiser needs (p. 20). The shops who are closest to the consumer have been gaining importance to marketers, and now media agencies are challenging AOR's lead role by playing up their content capabilities as well as their ROI-enhancing targeting and metric powers.

So like the rest of the planet, the status is definitely not quo, and the upheaval has economic, structural and fundamental impact. How it will shake out has spawned endless theories and some considerable reorganizational bets, but a few trends – like shopper marketing becoming a core brand-building discipline, and digital, media and content expertise becoming more crucial – indicate that programs with focus and context, abetted by advances in cost-effective targeting and increased accountability, are shaping a new formula.

Cheers, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

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A WORD FROM THE PUBLISHER



Events of AToMiC proportions

We here at *strategy* are positively beaming right now. With a combination of vision and fortitude we marched forward with the development of the AToMiC Conference and Awards, driven by the notion that the creative application of technology and innovation in Canadian media needs a champion. The AToMiC Awards entry period officially closed at the end of July and did we ever get a resounding response! More than anything, the breadth and depth of submissions from production companies, mediacos and agencies surprised even us.

The truth is that media innovation can come from anywhere and we can all learn from those partnerships and collaborations that lead the way. If you're a marketer, creative or media professional or producer, then the AToMiC Conference on Oct. 4 will be a fresh breeze of inspiration. You'll hear directly from the trailblazers who are pushing the boundaries of media interplay and the opportunities they see before us based on their own leading-edge experiences. You'll hear from Brian Holden of PHD Global as he showcases leading work from around the world (one of the most talked-about sessions at this year's Cannes Lions), as well as the digital innovation gurus at Hyper Island, and strategic visionary keynote Alexander Manu among others.

To top it off, we're inviting all conference guests to join us at the inaugural AToMiC Awards cocktail and ceremony to help celebrate the campaigns that challenged media norms and broke with convention.

Hope to see you there, and thanks again for your tremendous support!

Russell Goldstein

Executive publisher, *strategy*, *Media in Canada* and *stimulant*

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September 2011, Volume 22, Issue 10

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Contact: **Neil Ewen**

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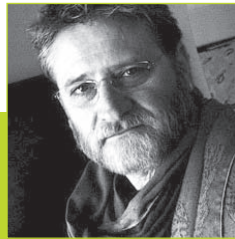
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KEYNOTE SPEAKER



Alexander Manu

Senior Partner & Chief Imaginator
InnoSpa International

Confirmed Speakers



Mark Holden

Global Strategy & Planning Director
PHD Worldwide
"2016- Beyond the Horizon"



Tim Leake

Creative Director &
Director of Creative Innovation
Saatchi & Saatchi, New York
"Hyper Island's Digital Playbook"



Brian Wong

Founder & CEO
kiip
"A New Model for Mobile"



Michael Greer

CTO/CPO
The Onion
"Social Media Marketing According To The Onion"



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*Conference passes include access to AToMiC Awards

COAST CAPITAL LIKES SOCIAL



People trust family and friends, and Vancouver-based Coast Capital Savings counted on that with its first Facebook contest.

"You're the Boss of this Contest," developed by

Rethink Vancouver with social outreach by Peak Communicators, allowed Canadians to pick their prize and explain why they deserved the chosen items, ranging from a sofa to a childproof kitchen. The 10 best weekly entries were chosen by judges while the overall winner was decided by Coast Capital's Facebook fans.

"There's a great conversation that could happen online around simple financial help and we're looking at social media as a strategy to enable that," says Lawrie Ferguson, chief marketing and PR officer, Coast Capital Savings.

The goal was to grow the brand's Facebook fan base to 2,000, and it hit 6,000 during the contest, with 781 entries, 4,453 votes, and 43,927 page views tallied.

The major challenge, says Dale Tournemille, Coast Capital e-marketing manager, was Facebook disallowing the use of the "Like" button during contests, forcing Coast Capital to modify theirs. Coast also learned to be ready for negativity, particularly from sore contest losers, but overall is now a social media fan, with more ad spend earmarked for similar endeavours. **JP**

A+OMIC | QR POWER

PFLAG CANADA SHARES STORIES

BY VAL MALONEY



Non-profit PFLAG Canada (Parents, Families and Friends of Lesbians and Gays) is launching a campaign that uses QR codes in a potent new way. Stories.pflagcanada.ca launched with 14 authentic, raw LGBTQA personal video stories, spanning some tough topics, supported by an extensive campaign.

Robin Heisey, CCO of Draftfcb, says that the campaign, called "Stories," was initially developed as part of its entry at the National Advertising Awards. After winning, the agency

and PFLAG Canada marketing board director Mark Childs (also VP marketing, Campbell Canada) decided it should live on as a full-fledged campaign.

"The campaign allows people to share their stories and how we are all connected to the issues that lesbians and gay people face," says Heisey.

It includes print, television, OOH and digital components showing QR codes over the mouths of people, like famed Canadian dancer and *So You Think You Can Dance Canada* judge Rex Harrington. The ads all tease with the start of a personal story and then pause (in the case of the video), and prompt use of the QR code to access the full story. The campaign is backed by over half a million dollars of donated media.

Childs, thanking all who contributed, describes the poignant pro-bono campaign as "completely symbolic of what PFLAG Canada does – creating and supporting community through the simple act of sharing a story, in turn to 'Inspire Change.'"

STUNTS WITH LEGS

BY KELLY GADZALA



Even a small-town stunt can have big reach these days thanks to social media, meaning some brands are reducing reliance on mass, opting to animate their campaigns through experiential. And they're seeing results. Here are two first-timers whose summer stunts reaped impressive returns.

In mid-July, the Canadian Cancer Society supported its tan-free initiative by parking two seemingly sunburnt actors on Vancouver's Kitsilano Beach. Education on the sun's harmful effects accompanied the stunt, with supporting creative by



Giant Ant Media in Vancouver, and a video was posted on the organization's YouTube channel via a Facebook link. The stunt added to the near 3,500 online tan-free pledges amassed by press time and garnered attention from the likes of CTV, Global and Citytv.

Some brands are entering the stunt space and exiting certain traditional media strategies. Take Tetley Canada, which rolled out its first stunt in July to promote Tetley Infusions with its "Routine Experiment #1" campaign. Though the campaign was supported by a TV commercial and online ads, with creative by John St., media by MediaCom and sampling by Fuse Marketing, it was one of the first to go print-free as the brand is favouring online efforts, says Tetley Canada brand manager Andrea Stodart.

Video of the stunt – which replaced shopping carts at a Port Credit, ON., grocery store with personal butlers – was uploaded to Tetley Canada's YouTube channel and Facebook page. It exceeded targets, with 231,365 YouTube views by press time and enough feedback from fans to warrant a similar event held in Toronto at the end of August.

THE ODD COUPLES

BY EMILY WEXLER, WITH FILES FROM VAL MALONEY & JENNIFER HORN

Something is in the water, causing love among the most unlikely brands. But if there's a natural link between strange brandfellows, teaming up can make real sense. Here are a few examples that have stood out recently:



Beauty and the bank

Makeup and money don't typically go together, unless a beauty brand is trying to raise some serious coin. Avon celebrated its 125th anniversary by inviting consumers to amass forgotten pennies to benefit the Willow Breast Cancer Support foundation.

Running until Oct. 31, "Every Penny Counts" encourages consumers to roll change into pink coin wrappers and bring them to partner Scotiabank branches across Canada.

Jon Lin, president of Avon Canada, says the partnership made sense because Scotiabank shares their "grass roots reach and commitment to give back to the communities we both serve. Furthermore Avon and Scotiabank have both supported Willow in the past so this partnership is a natural fit."

Kids and cars

Astral Media-owned Family Channel rolled out a four-province tour this summer to promote *Phineas and Ferb: Across the 2nd Dimension*, also running on Disney XD.

The cross-country push was led by five branded Toyota Scion cars. Drawing kids in with their favourite show, thereby capturing their parental companions, promoters handed out movie posters containing a secret code and directing people to the Family Channel website to win prizes.



something is by experiencing it first-hand," says Peter Furnish, VP marketing, Astral, noting that the show appeals to kids and adults alike – and who else is going to drive all those Toyotas?



Frozen pizza and Tori Spelling

Tori Spelling has recently written books and starred in reality TV shows centred on her maternal side, so it's not such a stretch that McCain Foods Canada launched its Ultra Thin Crust pizza with her as its first celebrity endorsement.

The campaign, with creative by Capital C and media by Toronto-based AOR Media, featured a contest offering real moms a chance to meet reality star mom Spelling. Ads ran on sites targeting the product's 25-to-45 female urban demographic, including Slice.ca, Sweetspot.ca and on Facebook.

"The contest garnered six times the number of votes we projected," said Paul Gallagher, director of marketing for McCain Foods Canada. "This is the first time we have used digital to reach out to consumers with pizza."

Three contest winners were invited to taste the new pizza with Spelling in Toronto.

"We felt that we really needed humour"

Brilliant!

BY MELINDA MATTOS



WINNERS FINDS ITS FUNNY BONE

Fashion is all about standing out from the crowd, whether you're wearing the clothes or selling them. In an attempt to cut through the clutter, Winners is launching a campaign that returns to its major point of differentiation while ramping up its use of humour.

"The observation was that the whole [fashion retail] category is starting to look alike," says Nancy Vonk, co-chief creative officer, Ogilvy Toronto, which has been the AOR for Winners since 2005.

Winners' previous campaign, "Fashionomics," put an emphasis on value – a strategy that made sense in the wake of an economic downturn, but wasn't ownable territory, according to the brand's VP marketing, Leslie Root.

The new campaign, kicking off Sept. 5, is an evolution of earlier messaging. It highlights the fact that, unlike most fashion retailers, Winners has merchandise arriving on a daily basis. But this time around, there's a quirky new twist.

TV spots feature people being visited by their future selves, who tell them that they must go to Winners tomorrow – even if they were just there – because something incredible is about to be delivered. As you'd expect from time travel, there are some complications, like the accidental reveal of an upcoming surprise party.

"We've always had some humour, particularly in our radio, but we've been a bit more earnest in television," Root says. "We really felt that we needed humour to help with message retention." TV will be the mass medium of choice for the campaign, with radio chiming in during the holiday season. Media is being handled by MediaCom.

Winners isn't the only TJX brand that's embracing offbeat humour. Sister chain Marshalls, which opened its first Canadian stores earlier this year, has gone a similar route. A recent U.S. campaign by GSD&M in Austin, Texas, featured a woman driving around in a Marshalls-branded bus, shouting at pedestrians through a megaphone.

PARENT/TEEN POWER SHIFT HITS ADS

BY KELLY GADZALA

Retailers flip back-to-school strategy to target students head-on

School's in, and Canadian retailers have done their homework. Many back-to-school offerings this fall are not just student-targeted, they're also student-populated – and parents, for the most part, are conspicuously absent from the creative.

Staples Canada, for one, kicked off its back-to-school program on Aug. 1 with a new take on its classic "Reluctant" TV commercial, which first aired in 2009 and showed a jubilant father shopping the aisles to an adaptation of "It's the Most Wonderful Time of the Year." The new spot, created by MacLaren McCann with media by MediaCom, ditches dad for celeb Heather Morris (Brittany on *Glee*). Morris shops for school supplies with a gaggle of Staples employees dancing around her, breaking into a Nationals-calibre routine at the end of the spot.

The ad is reaching out to a new student market for the brand, aged 13 to 24, says Staples Canada director of advertising Sandy Salmon. "We're not always the first choice for the teen crowd," she says.



Salmon says research showed that parents aren't always thrilled to see their kids go off to school, just as students are often excited to be returning to school – so portraying that time as exciting appeals more accurately to both audiences.

Meanwhile, Future Shop's "Be Everywhere" campaign marks a new direction for the retailer, targeting first-year university students instead

of parents, who have traditionally been the focus for back-to-school.

"We wanted to flip it on its head and really go after the students as they have more influence than ever before," Future Shop director of marketing Nikki Hellyer says.

The campaign, with creative by Cossette and media by Media Experts, includes a national TV commercial, in-store POP, in-store magazine, cinema spot, on-campus engagement, OOH and a strong online and social media component – and is meant to attract both student influencers and parent buyers.

Philippe Garneau, president and ECD at GWP Brand Engineering, sees a welcome shift from parental relief and escorted shopping trips to representing students making autonomous choices about what brands they buy.



Best Buy (above) and Future Shop (below left) take aim at students this fall.

"Young people are the influencers," he says. "It's time to get rid of the babysitter in the ads."

The shift is smart, Garneau says, because it recognizes that teens and 20-somethings are a growing market for back-to-school and beyond. Retailers are therefore devising strategies that make their store a hip destination to seed future business from this generation without alienating the older one.

Best Buy Canada has always segmented its back-to-school marketing by targeting parents and students, says director of marketing Aliya Kara. Its fall back-to-school campaign, with radio and TV creative by CP+B and media by Media Experts, was split between parent-directed elements, such as radio, and student-targeted pieces like a Facebook contest and a Geek Squad presence on campuses. A national commercial, with Best Buy employees on the backs of students who are toting their new techno devices around campus, is aimed at students aged 18 to 24 as well as parents.

And Walmart Canada aired its national "Connected" commercial, created by JWT with media buy by Mindshare, which showed a university student equipped with a new laptop and other techno gadgets. But mom's not completely missing: she appears on her daughter's screen thanks to a new web cam purchased with cash saved from the shopping trip.

The brand directs its back-to-school mass media communications mainly at moms, says Walmart Canada director of media Toni Fanson, but since it recognizes that electronic buys are purchased collaboratively between parents and their kids, it's not targeting moms as the primary purchasers as it has in the past.

In other words, mom may be buying, but junior's got the power.



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BY JONATHAN PAUL



IKEA TUGS AT THE HEARTH-STRINGS

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 agency: **Leo Burnett**
 CEO/CCO: **Judy John**
 VP/CD, head of art: **Lisa Greenberg**
 GCD/AD: **David Federico**
 GCD/writer: **Morgan Kurchak**
 VP, group account director: **David Kennedy**
 account director: **Jennifer Kelly**
 account supervisor: **Danielle Iozzo**
 SVP planning: **Brent Nelson**
 integrated planner: **Dustin Rideout**
 VP, head of broadcast/ exec. producer:
Franca Piacente
 senior producer: **Melanie Palmer**
 senior production supervisor: **Anne Peck**
 print producer: **Carly Price**
 prodco : **Soft Citizen**
 director: **Arni Thor Jonsson**
 connection planning director, Jungle Media:
Brooke Leland

Its competitors might be happy owning a room, but Ikea Canada is taking ownership of the whole house in its latest campaign, the first effort by newly minted AOR Leo Burnett. Leo won the business back in April following an agency pitch process that kicked off last November.

The result of the fledgling partnership is a new brand manifesto, "Long Live the Home." The Swedish DIY furniture retailer is shifting focus from touting its offerings in core areas of the home under its previous "Any Space Can Be Beautiful" platform to what the brand wants to stand for – improving home life.

"We've been communicating a lot about [the bathroom, kitchen and living room] and I think what we forgot to do was talk to people about the home proper, and why it's meaningful to have a really great everyday life at home," says Hilary Lloyd, deputy marketing manager, Ikea Canada. "'Long Live the Home' takes us back to that, closer to Ikea's mission, which is to create a better everyday life at home."

The new platform will be expressed through 60- and 30-second anthem-style TV spots celebrating the sometimes emotional moments that make home the most important place in people's lives (say, bringing home a new baby) and Ikea's role in all of that. Lloyd says it's a departure from the kind of TV ads the brand's put out in the recent past in that the humour has been toned down and the ads reflect people's real lives.

Magazine ads will also be part of the mix and though they will still focus on areas of the business Ikea's prioritized, Lloyd says they will have "a new face and a new feeling" in line with the "Long Live the Home" positioning.

Ikea's media spend will remain roughly the same, but Lloyd says Canadians will see a bit of a different mix, with a stronger TV presence, more ambient OOH work and a bigger digital push than in years prior.



advertiser: **Arby's Canada**
 agency: **Blammo Worldwide**
 CCO/writer: **Andrew Simon**
 senior AD/designer: **Grant Cleland**
 writer: **Vinay Parmar**
 writer intern: **Marco Panza**
 designers: **Lisa McCoy, Dejan Djuric**
 design intern: **Karen Porges**
 executive producer: **Michelle Lee**
 editing co: **Posterboy Edit**
 editors: **Steven McGregor, Raj Ramnauth**
 music and production: **RMW Music Toronto**
 track director/producer: **Ted Rosnick**
 track director: **Andrew Bradley**
 sound designer: **Vlad Nikolic**
 sound engineer: **Dustin Anstey**
 sound studio: **RMW Music Toronto**
 voice casting: **RMW Voice Casting**



ARBY'S GETS POLITICAL

It's the french-fried showdown of the century: homestyle vs. curly. Seeing as it's been an active election year, Arby's is keeping with the trend, encouraging Canadians to vote for the fry that best represents their taste buds.

Both french fry variations are hitting the campaign trail hard as part of the promotion developed by Toronto-based Blammo Worldwide. It's a bigger-than-usual spend for Arby's, bolstering its online presence and differentiating the brand from burger-focused competitors by touting a signature product to 18- to 34-year-olds.

"With Blammo, we've started working a lot more in the online environment, which seems to work very well for us," says Wendy Spence, national marketing manager, Arby's Canada. "We thought [the election] is such a small idea, but has so many legs and can be so much bigger if you put support behind it."

Expect to see lawn signs and bumper stickers sporting cheeky slogans supporting either the Curly Coalition of Canada or the Homestyle Alliance popping up across the country. In-store advertising and a robust Facebook presence are also in the mix and

all elements direct voters to microsites where they can read up on the candidates and their platforms and vote.

Mudslinging campaign videos for each "party" are featured on the sites. One supporting the Homestyle Alliance casts doubt on the Curly Coalition's commitment to the environment. It points out that the spicy breath of curly fry fanatics is likely causing rising global temperatures and, using the plight of a baby penguin to illustrate the point, notes that people can't afford to have curly fries on their conscience.

"Certainly in this day and age we're always looking to take advantage of culture and what's going on and I think this is a fun way to poke fun at the whole election process and, in doing so, sell a boatload of fries," says Andrew Simon, partner, CCO, Blammo Worldwide.

Simon says that to provide extra incentive to get to the polls, Arby's is offering voters the chance to win fries for a year. The contest wraps in October.



Bio

Born: Surat, India, May 12, 1982

Education: Desai completed a bachelor of biology at Indiana University while taking business courses as part of the school's liberal arts and management program. "I always wanted to combine my love of the sciences with a business background," she says.

Career: She started with P&G's U.S. office fresh out of school, as an assistant brand manager for gastro-intestinal drug Asacol. From there, she moved into the beauty and grooming division, becoming a brand manager for Pantene Asia. She moved to Canada for her current position in February.

Size of marketing team: Seven

Right: Febreze's "Breathe Happy" campaign enlists real people for a blindfolded sniff test.

AT HOME WITH P&G

Falguni Desai, category brand manager for home care, shares the strategy behind Febreze's "Breathe Happy" mission and her battle to get Dawn into the cart **BY MELINDA MATTOS**

You can always close your eyes, but you can't shut your nose. That's the insight behind Febreze's "Breathe Happy" campaign, which launched this summer and continues through the fall.

"We took real people from off the street and put them into unconventional odour situations," explains Falguni Desai, category brand manager for home care, Procter & Gamble Canada. "We want to show that anyone can breathe happy – no matter what."

In a series of "odour experiments," blindfolded participants were led into mystery locations – from a dingy thrift store to a dive hotel – that had been rigged with hidden cameras and spritzed with Febreze. As participants unwittingly sat on couches pulled from the dump, sprawled on dirty beds and shared the room with musky dogs, food scraps and other filth, they were asked to describe what they smelled. Unaware of their squalid surroundings, people described the scent as fresh and clean, with hints of flowers, fruit and open fields – or in one saucy gentleman's case, "It reminds me of a lady."

"The whole premise was showing how the power of Febreze can eliminate even the toughest smells," Desai says.

The incongruity of the visuals with what people think they smell, along with the shocked looks on their faces when removing their blindfolds, drive the point home in a memorable, more humorous way for the traditionally staid brand.

It's the first time Febreze has based an entire campaign around the reactions of real people, rather than actors.

The creative by Grey New York – which took home a Silver and a Bronze Lion at Cannes – is being used across North America, with TV, print and radio currently running in Canada and media handled by Starcom MediaVest Group in Toronto.

The ads drive to Facebook, a key component of the campaign, where consumers can watch more videos and "like" the page for access to contests and product updates.

"We just hit almost half a million Facebook 'likes' for North America, with a disproportionate amount of those being Canadians," says Desai, who is less than a year into her remit heading up home care, which encompasses Swiffer, Mr. Clean, Febreze, Cascade, Dawn and Ivory.

"We've had a huge [digital] push on our businesses because that's where our consumers are. They're spending a lot of time online, in different social network communities, and I think it's important for us to be there to share our brand message but also to provide really engaging content."

Content has proved to be a valuable marketing tool across P&G's different portfolios, from its beauty mag *Rouge* to Tampax's BeingGirl.ca, and in this case, the company is hoping the humour value of Febreze's odour experiments will make these videos a must-share.

"Febreze 'Breathe Happy' is a way to bring some excitement to a category that a lot of folks



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aren't excited about," Desai says.

In addition to the Facebook page, a Febreze YouTube channel houses the TV spots and a behind-the-scenes video from the three-day shoot.

Febreze has also been engaging consumers in conversations about scent through its Twitter account, including what smells they love and hate, and what associations are triggered by them.

This summer, with help from social research organization TNS Canada, P&G also conducted a Canadian "Scentsus," asking 1,000 people to weigh in on the smelliest places in the country – info that was then used in a PR push by MSL Canada. (In case you're curious, top picks included pulp and paper mills, a recycling/composting plant and porta-potties.)

The survey also found that 95% of Canadians believe scents are tied to memories and 85% agree that a pleasant smelling environment equals a clean environment, lending credence to the "Breathe Happy" positioning.

In the U.S., Febreze has had a presence at such odorous events as the Gilroy Garlic Festival in California, and Desai says Canadian activations are also in the works, but details had yet to be confirmed at press time.

"We want to have really great activations to bring this extreme scent experience to life," Desai says.

Febreze isn't the only brand Desai is striving to bring to life, and she's got a tougher battle on her hands with Dawn. While the dish detergent is the market leader in the U.S., known for its ability to cut through grease, it's still finding its footing here in Canada.

"Dawn's had a lot of history in the U.S., it's been around for a really long time," explains Desai. "But it's a new entrant to the Canadian market." The brand launched nationally in the U.S. in 1976, but didn't have its national Canadian launch until 2001, and the team is still learning what works best here.



Last year, Dawn's big marketing efforts focused on its wildlife program. As Desai explains, "Dawn does more than just the dishes – it's used to clean animals caught in oil spills. It's something we've done as a company for over 30 years and the rescue organizations use it because not only does it remove the grease, it's also really gentle on the feathers and skin of the animals."



Above: Febreze odour experiment participants are surprised, and grossed out, to discover their true surroundings. Below: "Wash Away" tugged at consumers' heartstrings, but did little for Dawn's grease-cutting equity.

The "aww"-inspiring TV spot "Wash Away" showed ducks, otters and penguins being bathed in Dawn, to simulate how the product is used after an oil spill, while on-pack offers encouraged consumers to go online to activate a \$1 donation to wildlife organizations.

Although Canadian consumers loved the ads, which were created by New York-based Kaplan Thaler Group, Desai says very few made the connection between Dawn's grease-cutting ability and its use for wildlife outreach. In other words, they didn't realize that what makes it effective at removing oil from animals would also remove the grease from their dishes.

"From a marketing and communications standpoint, what they took away is that Dawn is a company that helps save animals," she says. "But they didn't really take away the grease message."

With Dawn Ultra Original Scent, a powerhouse SKU in the U.S., launching now in the Canadian

non-concentrated brand, while also pointing out that Dawn is from the makers of Cascade.

A new TV spot by Kaplan Thaler Group features a talking sponge rallying its team of dish-washing supplies with the new Dawn stepping in as its star player. One shot shows the detergent repelling grease from the surface of the water in a kitchen sink while an underwater sequence reveals grease being lifted from a soiled plate.

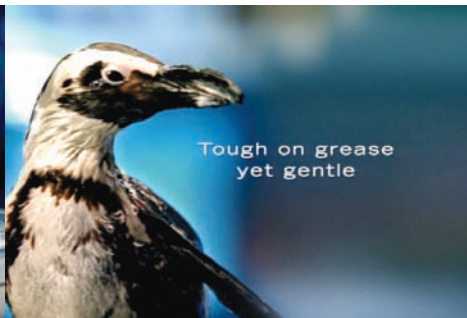
Of course, there's no substitute for trying the product. "I've done a lot of in-home [visits] in the past weeks, as I've been trying to understand the consumer needs," Desai says. "[The average consumer] has never heard of Dawn but when we give her a sample, she's amazed. One of the big opportunities for us is getting Dawn into her hands through sampling and trial."

In fact, Desai says sampling is a key factor for many of the brands she oversees. "We invest a lot in our innovation and our products and technology and my team here in Canada is really focused on trial and awareness, because we know that if we can get it into her hands and she tries it, she's going to love it," she says.

While the Canadian team is leveraging proprietary P&G channels like BrandSampler, which allows consumers to request samples and print coupons online, Desai says they're always investigating what other vehicles are out there.

With the goal of delivering double-digit growth for the home care business and spearheading a best-in-class, high performing team, she's been rallying her troops.

"One of the things we've done in the last few months is created a team purpose for us, and we talk a lot about going beyond household penetration and how do we make every household into a home," she says. "It's really important that we create homes that they love to live in through the brands that we offer." ■



market, the plan is to be a lot more direct with this point of differentiation.

"A lot of Canadians use diluted products, and Dawn is more concentrated," Desai says. "So we want to educate the market on the value."

In-store communication is trumpeting the notion that one drop of ultra-concentrated Dawn has the grease-cutting power of two drops of the leading

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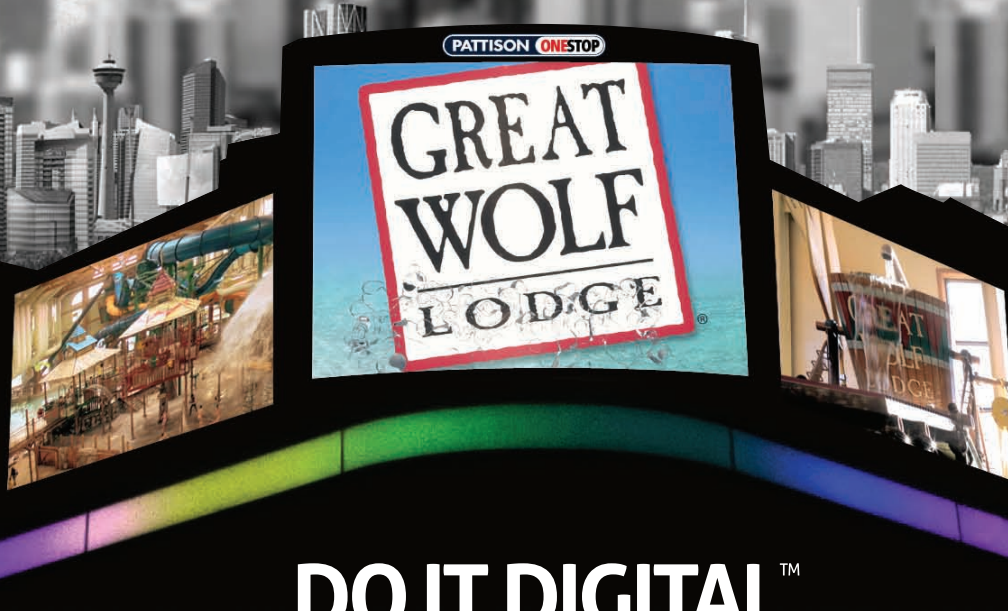
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MUCHO BURRITO BOWS SPICY AD

BY JONATHAN PAUL

Mucho Burrito's first Canadian ad campaign, developed by Doug & Serge in Toronto, targets young males with some edgy headlines.

Digital and traditional billboards in the GTA, Calgary and Edmonton feature bold taglines like, "From the land of fiestas, siestas and drug lords...2 out of 3 ain't bad." They're presented in the visual style of painted outdoor signs in Mexico.

"We needed to communicate the brand's fundamental positioning, which is about that fresh, authentic Mexican grill," says Mike Welling, president, brand strategist, Doug & Serge, adding that they were looking for a "spicy" way to reach the brand's target.

"They want to keep up with the big spenders, so they've got to do work that gets noticed," adds CCO Doug Robinson. Toronto-based RMR Marketing Services handled the media buy, which includes a radio spot akin to the Molson Canadian rant, featuring a friend of the mysterious (and as yet unseen) Johnny Mucho character, pontificating on all things authentically Mexican.

We asked **Sean Davison**, SVP/CD at MacLaren McCann and **Gina Kiroff**, senior brand building manager, Dove Masterbrand and Dove Men+Care, Unilever Canada, whether this campaign will have young guys salivating, or leave them wanting more.



OVERALL STRATEGY

Davison: The strategy of "authentic Mexican" is fine. Humour is always a great way into consumers' hearts. It's not the most original, but it's fertile creative territory.

Kiroff: The Mucho Burrito work will get noticed and may even get people talking but will it sell burritos? Unfortunately, any appetite appeal achieved with the burrito image stuffed with fresh ingredients may be undone by the less than appetizing image the copy conjures up (i.e., dogs, chickens waiting for slaughter, meth labs, etc.). The posters leveraged many of the negative Mexican stereotypes to create shock value.



CAMPAIGN ELEMENTS

Davison: The Mexican "signage" design is a very rich area to play in, but could have been pushed farther. And the "rant" style radio is fun but not as memorable as it could have been. The radio makes a hero of Mexico, while the OOH headlines unfortunately focus on the country's negative stereotypes. Not sure why. If you want to be authentic with regard to a country then constantly make a hero of it.

Kiroff: The radio is engaging and entertaining à la Jack Black in *Nacho Libre*. After having listened to the spot, I believe I would get simple authentic Mexican food from Mucho Burrito. I was glad to see that the Johnny Mucho character was not developed visually in other mediums. Not only would they have fallen victim to the QSR character trap, but Mucho Burrito may also have been confused with a mobile phone company. I believe the [billboard] copy would make their young male audience laugh out loud. The art direction has an authentic Mexican aesthetic, it's fun and even includes the mandatory product beauty shot.

KEEPING UP WITH THE BIG BOYS

Davison: OOH and radio can be powerful tools, but without continuity and a more engaging element (i.e., digital/experiential) [the campaign] will likely fade into the landscape. With the strategy being "authentic Mexican" and the art direction being handmade signage, a large "wild posting" media buy mixed with a digital element would possibly have been a more impactful way to reach their young male target.

Kiroff: Radio and outdoor is not only cost-efficient, but also helps the campaign stand out from its competitors who are predominantly in TV. The creative too stands out versus the more traditional advertising we tend to see from this category. However the competition is getting tougher. Boston Pizza's advertising is very edgy and original and even Dairy Queen is taking a new approach by spoofing the Old Spice campaign.

I think Mucho Burrito does compete effectively and it will be interesting to see where they take this idea in the long-term (as long as they stay away from masked wrestlers).

advertiser **Mucho Burrito**; agency **Doug & Serge**; CCO **Doug Robinson**; CD/AD **Ian Schwey**; associate CD/writer **Jason Buback**; president/brand strategist **Mike Welling**; account manager **Karelle Steiner**

Taking the content lead:

MIGHTY MORPHIN' MEDIA AGENCIES

BY JONATHAN PAUL

People's media habits have been drastically altered, forcing media agencies to evolve. Meeting an increasingly convergent world head on – and staking out important new agency/client turf – requires operational and structural change

Fragmented audience attention has made brands' lives much more complicated. They have to think about things like content identification, development and management, which have become increasingly frequent client asks – a large consequence of convergence. And media agencies are leading the charge, helping brands navigate the new mediascape. They are in the best position to be taking the lead, says Sunni Boot, president and CEO, ZenithOptimedia Canada. They have the contacts, they know where to go and they understand the competitive pricing landscape.

"Today, we as media companies are being asked to manage the process from end to end – from owned to paid to earned," says Boot. "I feel media companies are the best for that because paid is the catalyst,



Above: UM's 3.0 reorganization has a content focus, to encourage more work such as its online vignettes for Stayfree featuring a charismatic man who encouraged women to try the product.

Below left: Sunni Boot, CEO, ZenithOptimedia Canada, is bringing Newcast to Canada.



the leverage between the client's own properties and the earned he or she is looking to create. Creative is still going to have the onus in terms of managing the brand, but we're saying, 'how can we take that brand and use it with media content to develop deeper conversation.'"

Zenith, like other agencies, has had

to reorganize itself to better take on that leadership role. That includes bolstering its content capabilities and working with producers and writers to develop content for games, contests and owned and paid media through partnerships with large media vendors like Shaw or Bell. All of which is preparing the agency for the imminent Canadian introduction of Newcast, a ZenithOptimedia division that's existed globally for about a decade.

"They are a division that can work with producers, advertisers, networks, publications and websites to create and manage content," says Boot. "We haven't officially launched it, but this is where we're heading. We're hiring and/or repurposing our existing staff to identify, develop and manage advertiser and vendor content." Boot projects Newcast will officially come to Canada in 2012.

Meanwhile, UM Canada has been implementing a whole new operating system, both locally and globally. Called UM 3.0, it's a retooling to focus on enhancing connectivity across three core competencies, one of them being content. UM's "custom group" develops unique content solutions for clients, creating platforms for consumer and brand experiences by identifying new ways of connecting to the audience to drive business impact.

It's an area that Peter Mears, president, UM Canada, says has come to the forefront in many of UM's interactions with clients. Although not a product of UM 3.0, Coca-Cola Covers, a cross-platform music-based program that UM developed with MuchMusic to target teens, is an example of where the media agency would like to go with the custom work it produces.

"That's very much the model as we see it moving forward, where we're creating custom content with a media (supplier) partner, which activates a consumer insight and delivers against a consumer need," says Mears. "The changing world in which we find ourselves allows us to do more of that, as there are more platforms out there where we can create content with a partner."

Increasing investment in proprietary tools has gone hand in hand with media agencies' efforts to bolster content capabilities as we enter a more complex yet accountable media environment.

ZenithOptimedia, as a global network, invests 11% of its revenue in development of proprietary tools, systems and software so it can respond to the speed of the marketplace. Insight and analytics is also the second competency

covered under UM 3.0, as the agency seeks alignment with its clients on research, measurement and analytical priorities and to link key metrics to business outcomes. It's essentially proving what is working and predicting what will work.

"Rather than just stopping at how we define audiences and how we measure them, which is where our arena has been historically, we're really thinking about how we close the loop on those audiences and truly understand how connections (communications planning) and touchpoints intersect," says Mears.

Aegis Media has been placing a similar emphasis on understanding audiences, having launched its Consumer Connection Study [CCS] in Canada last year. It includes over 230 attitudinal and behavioural statements pertaining to psychographic segmentation. Over 70 bought, owned and earned media touchpoints were investigated in terms of how, when and why people use them, and their ability to drive anything from noticeability to engagement or purchase.

"We really want to take ownership of consumer insight in the marketplace," says Annette Warring, COO, Aegis Media Canada. "That's why we've invested

[CCS] allows us to really dig deep in understanding path to purchase."

Convergence has also had large structural implications for media agencies. Hiring to deepen the talent pool has become a priority for media agencies, but that's half the battle. Finding ways for everyone to work together is the key. This includes everything from overhauling staffing practices to office layouts, seating groups together to create an "all-in-one" client approach.

"You absolutely have to have digital, content and implementation specialists," says Boot. "Each of these groups has to be best in class, but [they have to] be better together and for that you need generalists, and that's how we're structured."

It's the same case at UM, which is hiring talent with client and media vendor backgrounds, says Mears.

Some shops are creating positions at senior levels to provide overarching strategic leadership to help navigate the new mediascape. Others are creating specialist positions at the management level to tap into emerging media platforms. Mindshare North America, for example, recently named eight-year media agency veteran Geoffrey Greenblatt, who has extensive experience in digital game development and strategy, as its



"We're going to have specialists when it comes to the execution of gaming and mobile and things that are very tactical and specialized, but not at the director level," says Warring. "We're really focusing on...getting people that can think across all media. It's building more business-thinking, client-oriented communications planning groups... with the ability to reach out and pull in specialists as needed. It's not just looking at channel behaviour and results individually, but looking at how those things, in a convergent world, interact with each other and what that means for a brand."

Warring was recently named COO, a new position to focus on helping build client relationships. As part of her mandate, she works closely with Sasha Grujicic, who was recently named Aegis Canada's SVP, group strategy, tasked with stimulating groundbreaking and disruptive thinking in the company. Grujicic's position, also newly created, is one that Warring says is unique in the Canadian market. This management-level restructuring saw Aegis also name Caroline Gianias as EVP, trading and communication activation; Jennifer Clark as VP, consumer insight; and former MTV co-head of integrated marketing Angela Courtin as head of content for North America.

"It's a growing focus and [Courtin] sits at a very senior level within the organization," says Warring. "Her role is working with people like Sasha and our integrated business leaders in bringing more content solutions to our clients."

Other agencies are following the same playbook. MediaCom, for example, recently brought on Matt Di Paola as its chief strategy and innovation officer, another newly created position. He is overseeing strategy and digital leadership, insight and research, business science and content development and analytics.

The core backbone of the media agency is also evolving. The third competency of UM's 3.0 operating platform involves closely aligning its buying and planning groups. The agency's portfolio management group, which includes integrated planning, holistic investment and the foundation of advertising operations (processes and systems that support the sale and delivery of online advertising) is becoming a very important area given the number of digital options that are available today, says Mears.

"As we move into the digital world and see planning and buying becoming more closely linked, it makes sense, we think, to move planners and buyers to be more closely aligned and think about those teams as a portfolio management team," he says.

It's about eliminating silos and it's a practice that Aegis has been engaged in for the last two years, says Warring, literally eliminating offices. Client teams sit together regardless of their discipline in open concept arrangements. Aegis agency Carat also recently underwent a similar 360-degree change, says Carat VP/managing director Alastair Taylor.



Above: This storefront content piece was created for Absolut Elyx by Aegis agency Vizeum. Aegis recently hired Angela Courtin as head of content, North America. Top right: Peter Mears came from the U.K. in 2010 to lead UM Canada.

hundreds of thousands of dollars in our proprietary study, but more importantly it's having that ability to take that insight and activate it across all touchpoints seamlessly.

director of gaming, a newly created position. Warring says that at Aegis, the senior level is all about strategy, while the more junior level is focused on specialists.

Standalone media agency brands are not the only ones rethinking their approach to create a stronger competitive position as a convergence partner. Not too long ago Cossette went through a \$12 million agency overhaul with “de-siloing” in mind, consolidating P&Ls to create a core team on each account with a strategic, creative service and tech lead. It divided its agency assets into two entities, Cossette and Esprit de Corps Communications (EDC), with Cossette Media and Cossette closely aligned (providing clients an integrated service offering), and it created Jungle Media, working with its international growth arm EDC. As a result, the company retired several agency brands (including Fjord and Blitz). All aligned groups sit in close proximity enabling different disciplines to work together. The ultimate goal was to create a simplified, more integrated operating structure.

“It was a very conscious decision driven by both short-term needs and long-term, or medium-term vision,” says Brett Marchand, president and CEO, Cossette. “From a short-term standpoint we just couldn’t imagine not keeping the closeness of Cossette Media and Cossette on clients like BMO and Future Shop. There’s a real benefit to us in terms of innovation.”

And as media agency brands like Zenith, UM and Aegis position themselves to take on a bigger role in the content corner of the convergent world, agencies outside the media realm are also activating similar remodelling plans, focusing



Brett Marchand, president and CEO, Cossette, sees microtargeting as having massive implications in a convergent world.

on content to take a bigger slice of convergent pie.

Take Toronto-based Capital C, which last year opened up its own content group, hiring former *Marketing* magazine editor-in-chief Christopher Loudon to manage it.

Like media agencies, it’s also taken steps to improve its digital capabilities with Mission Control and Fresh Intelligence – the former a desktop tool that tracks traffic and sentiment on the web, the latter an online research company Cap C took controlling interest in about 18 months ago. Both have enabled the company to hasten its clients’ decision-making processes in a media convergent world where every dollar and how it’s spent counts, says Tony Chapman, CEO, Capital C. That’s particularly useful when cross-platform content production is becoming the status quo.

“Our clients have an insatiable appetite for [those services] because they allow them to be a lot more precise with media, messaging and sequence,” says Chapman.

Regardless of where the content comes from, Boot says media agencies’ ability to manage portfolios from end to end makes them best suited to lead. “By taking the lead it doesn’t take away from creative agencies or promotion agencies at all,” says Boot. “But we’re in such a strong position to be the catalyst between owned and earned, between content developers and providers and distributors.”

Marchand says that Cossette’s restructuring goals for the long-term had very much to do with another consequence of convergence, microtargeting resulting from techs like IPTV, which are looming on the horizon. That’s not to say that Cossette isn’t working with clients on the media front to investigate content creation deals, says Marchand. He just sees microtargeting as the way of the future.

“It has massive implications,” he says. “Not just that there’s going to be real-time bidding and targeted TV, but a corner dry cleaner will be able to advertise because you’re going to be able to send [advertising] via an IP address.”

That means dry cleaners in downtown Toronto can talk to people who buy dress shirts in a two-mile radius around their store, bringing the kind of micro-advertising seen online to TV. To prepare for this, Cossette invested in the creation of a new ad server called Ad Gear, which launched in June of last year. “It’s going to allow us to [reach] the next level of analytics, but also to serve rich media on your TV,” says Marchand.

Cossette has also been bringing in talent from a variety of backgrounds, digital in particular, to support its plans for the future, as have most agencies lately – generalist and specialist shops alike.

“We’ve been investing more and more in hiring on the digital and analytics side, both in media and outside media,” says Marchand. “Forty-two percent of our employees now have a specific digital responsibility or job title. Media people are great at knowing how to target and what to pay for it, but there aren’t a lot of digital gurus in the world. You have to solve it with a combination of talent.”

Given the operation and structural changes that agencies are making, a big question is how compensation models will change to reflect the agency dynamic. For now anyway, the bulk of media business, notes Mears, is still being transacted in a traditional way.

“If you look at the way our business is structured currently, we are still, for the most part, trading in CPMs, reach and frequencies, and that could arguably be called old money,” says Mears. “As we look forward, where UM wants to go is being compensated for business outcomes. That requires investment from our point of view, and from a client’s point of view because we need to be able to accurately measure the impact we’re having on a client’s business.

“Being paid less against how much money we spend and more [against] the money we generate is a good aspiration for us as an industry.” ■

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How is it possible to predict the next big things in marketing when the industry (and world in general) is moving at such a rapid-fire pace? Today it's not always the technology itself that's mind-boggling, it's the speed of creation, adoption and sometimes rejection that makes some of us wish there was a brake pedal. If you turn your head and choose to stay in the dark, it will go on without you, and you (and your company) will be left in the dust. But not to worry, there is a silver lining.

next[★]Bigthing

BY EMILY WEXLER



Today's innovations, which will be tomorrow's mainstream technology, are being created with user-friendliness in mind – not to complicate our lives, but rather to make things simple and more accessible. Take Microsoft's NUads, for example. This voice and gesture technology promises to usher in a new era of inclusiveness, making even the least tech-savvy member of a household a true participant. And NFC technology could mean the elimination of those bulky wallets and questionable QR codes, simplifying how consumers buy and interact with brands. Retail design is simplifying too: while changing the look of a space used to require a complete overhaul, now it can be done with the flip of a switch. And embracing technology can have its rewards. Brands are realizing the potential of rewarding consumers for social media sharing, or even just playing games, in turn reaping the benefits of positive association.

So we suggest you walk towards the light, and you can start by reading on...



The Cosmopolitan Hotel in Las Vegas is like a digital art gallery, with changeable content created by U.S. agency Digital Kitchen.

Adapting a digital experience

Inside the Cosmopolitan Hotel on the Las Vegas strip, guests pass giant columns filled with rows of books as they make their way to check-in. Later in the evening, the same columns appear to have naked people inside them, moving seductively.

These are just two of the scenarios possible inside the hotel. It opened to the public in December, and is outfitted with screens built into the giant columns and on walls, able to change their content with the flip of a switch.

The providers of that content, U.S. agency Digital Kitchen, won the Design Grand Prix at Cannes this year for helping to create an experience that goes beyond what one would normally think of when hearing the terms “Las Vegas” and “digital screens,” turning the hotel walls into a curated, ever-changing art gallery. So far, they’ve created six concepts for the hotel, chosen from more than 40 ideas, with new ones in the works.

“It’s definitely thinking about the space itself as [having] volume, and thinking about the column as a three-dimensional object, rather than just screens,” says Anthony Vitagliano, ECD at Digital Kitchen.

The decision to incorporate digital screens was made from the outset, prior to the current management team coming on board, so as the Cosmopolitan brand positioning was built, the challenge was to make those assets work through the lens of the new brand they were building, says Chris Burns, director of content and entertainment curation at the Cosmopolitan Hotel. The brand image they wanted to create had to appeal to an audience that was “well cultured, well travelled and are looking for experiences they can’t get anywhere else but aren’t just a spectacle for spectacle’s sake.”

The fact that the digital component was considered from the beginning was key to its success, and is

Forget about four walls and a bit of signage, the latest brand experiences are pieces of digital, adaptable art, bringing next-level thinking to the table before the shovel hits the ground



signaling a new era of immersive design that brings various disciplines around the table from the start. It was this way of thinking that impressed the judges at Cannes, such as Canadian judge Hélène Godin, CD at Sid Lee in Montreal.

“It’s totally embedded into the whole project,” she says. “It’s not ‘let’s put some digital at the end,’ so it’s a new way of thinking about mixing disciplines, and we are thinking the same way at Sid Lee.”

Godin gives the example of Sid Lee’s recent store design triumphs,

such as the digital-heavy Vidéotron store in Quebec, which features touch-screens and an LED-animated multimedia staircase, noting that “we worked together – architecture, branding and marketing – the concept was developed around these three things.” She adds that it’s not only about the digital experience, but also about the holistic experience.

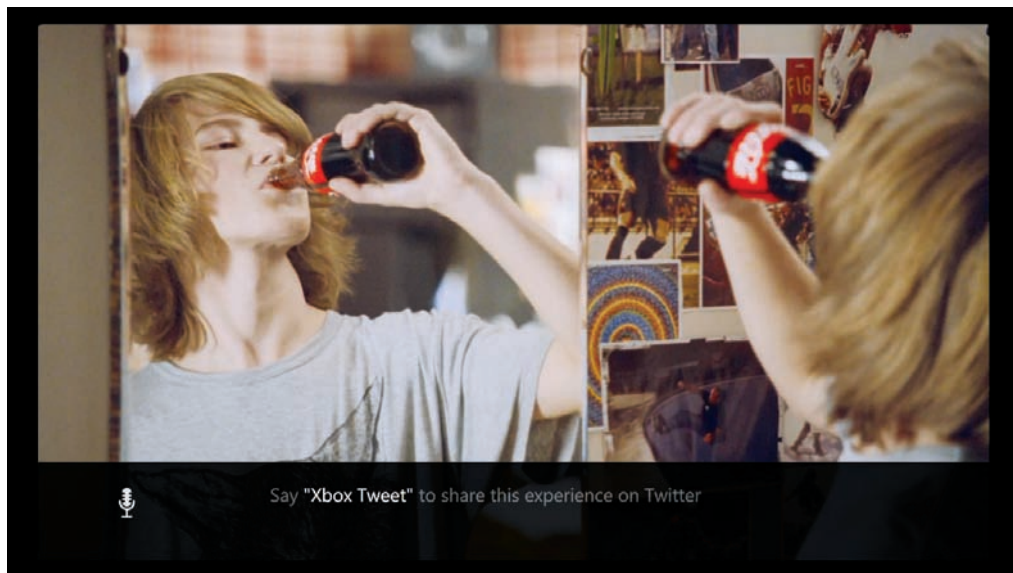
“I think the next big thing is creating experiences that are engaging, adaptable and really immersive to the customer,” she says.

The idea of collaborative thinking was echoed by Vitagliano: "The interior designers and the architects really need to start building this into their concepts and then consulting and partnering with us, and we're seeing that happen a lot more."

And both Vitagliano and Godin say they expect to see more design with adaptability in the future, as our tech-heavy world becomes even more so.

"As the technology gets less expensive – because even just five years ago this would have been really hard to pull off – it's becoming more available to people," says Vitagliano, noting that it could allow brands to change the messaging and experience for each guest, as the Cosmopolitan did during Chinese New Year, transforming the interior of the hotel to appeal to Vegas's large Asian market.

"Exhibit space has been doing this for a long time," says Vitagliano. "You're now seeing it being injected into architecture and even interior designers are thinking about it more, so I think we're at the cusp of this being a huge explosion."



The NU world of TV advertising

Imagine you're watching a reality TV competition, and when your favourite singer (or dancer, or juggler) performs, instead of reaching for your phone to call or text in your vote, you simply wave your hand and your vote is cast. Or perhaps you're watching a commercial and you'd like to know more about a product. You tell your TV to send more info, and it arrives in your email inbox. Just like that.

Gesture and voice-recognition technology have been creeping into our lives for a while now. *Strategy's* special Cannes Festival of Creativity issue cited Boston-based SapientNitro's development of an ice cream vending machine for Unilever that recognizes smiles as an early hit, as well as Toronto-based Starcom's creation of a game for Corn Pops that used webcams to allow tweens to virtually fling cereal into bowls (both unveiled in 2010).

So when Microsoft unveiled something that they claimed would "change television as we know it – forever" at Cannes this summer, the world paid attention. And after talking to Mark Kroese, GM advertising at Microsoft, it's hard not to drink the Kool-Aid, so to speak. If all goes according to Microsoft's plan, television will indeed never be the same.

It's called NUads, and if you have yet to catch up on the considerable amount of buzz since its announcement, here it is in a nutshell: viewers at home will connect to their televisions through the Kinect

Microsoft is about to change television as we know it. So what does this mean for our industry?



system for Xbox 360. Through its voice and gesture-control technology, they will be able to interact with TV in a variety of ways – prompts along the bottom of the screen will alert them to share information with friends via Twitter (by saying "Xbox Tweet"); request info by email ("Xbox more"); locate retailers near them ("Xbox near me"); schedule an event, like a TV show reminder ("Xbox schedule"); and as previously mentioned, vote with the wave of a hand – on anything from reality competitions to surveys about, well, anything. (To see it in action, search "NUads" on YouTube.)

Of course, the mass adoption of this technology is contingent on several factors. For consumers, it requires an Xbox, a Kinect sensor and an Xbox Live account, and for Microsoft it requires linear video content to be fed through the system.

"That strategy is at various phases of development throughout different parts of the world," says Kroese, "but suffice to say it's an explicit, fundamental part of

Above and opposite page: Microsoft's NUads technology prompts viewers to say commands to get more info, share content or schedule events. All advertisers need to do is add a message to a prompt box appearing beneath their spot.

our strategy to partner with the world of cable companies and content providers." Kroese is confident that all necessary partnerships will be in place by the anticipated launch in spring 2012.

So once the deals are in place and TV content is piping into Canada via Xbox, what about the viewers who prefer to be passive?

"We've always had a principle with respect to interactivity, which is invite, don't interrupt," says Kroese. "We don't want to make people interact, but we make it easy."

He notes that today there is demand for interaction that can't be met because of technological barriers. While interactivity and engagement are generally associated with young digital natives, Kroese notes that NUads opens this interactive world up to everyone.

"You need training to use the mouse, you need training to use a controller or a keyboard or remote, you don't need training to talk and you don't need training to wave your arms and legs," he says.

"More and more content providers,



whether they're creators of TV shows or advertisers, will make content which is irresistibly interactive, so it's the old 'if you build it, they will come.'"

Kroese says that in Cannes he had many meetings with interested parties who were already shooting off ideas on how they could use this technology.

And those who join the NUads

party will have to change the way they think about how media is bought, sold and measured. Besides taking 360-degree thinking to the next level by intrinsically linking everything, Kroese notes that TV buying will become more web-like. "Nobody thinks about click-through rates on TV today," he says. "The responsiveness of a TV commercial is now much more easily measured."

Here at home, Jeff Dickstein, gaming solutions executive, Microsoft Advertising, says he expects Canadian adoption to be swift.

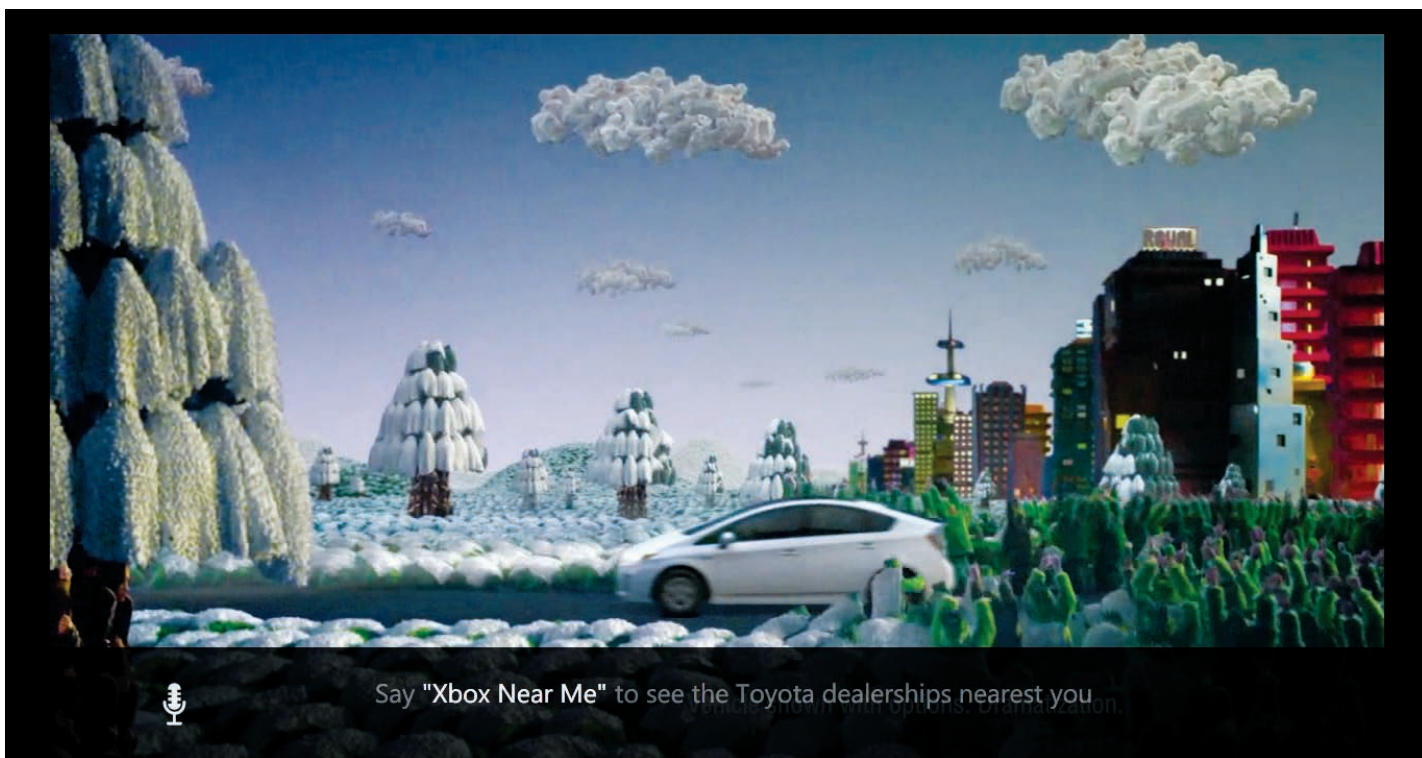
"Canadians consume more digital media, and more digital in general, than Americans and many other countries in the world. Also, our creative shops are incredibly digitally savvy," he says, noting that when Microsoft introduces something in Canada, it typically gets gobbled up by agencies and brands that want to be first.

"I think one of the problems in Canada has been a scalability issue – you want to dream big but your production costs outweigh your media budget," says Dickstein. "[The

vision] is to make this as simple as possible for creative shops with as little production costs as possible, so we can use existing creative, we can run it through our networks, we can optimize it through our technology so it becomes interactive TV at a very scalable and doable price."

Kroese says that Microsoft wants to change the perception of Xbox as a gaming console into the entertainment hub of the living room, and hopes this change will result in a very high penetration of Xboxes around the world, noting that the current sales trajectory suggests that will be the case. (There have been 50 million Xboxes sold worldwide so far.)

"There's a whole world out there that's growing as younger people become older, of people who are inherently interactive and social and are really adopting this type of technology," says Kroese. "We absolutely see this as where the puck is going – to speak in Canadian terms – and that's very exciting."



Phoning it in

R.I.P. QR codes. The next evolution in mobile marketing and commerce is almost here



In South Korea, a consumer scans the grocery store aisle, pausing in front of a product. They reach forward, and click, it's purchased. But this consumer isn't in a grocery store, they're on a subway platform, and the product in front of them is just an image with a QR code beneath it. But no matter, the product will be delivered to their door by the time they've returned home after a long commute.

This execution, by U.K.-based grocery retailer Tesco's Korean chain Homeplus, won the Media Grand Prix at Cannes this year, and Tesco claims it can attribute over 10,000 visitors to its online Homeplus mall to the subway execution.

However, an execution like this hinges on several things going right – namely that consumers will take the time to engage with it, and the technology will cooperate (getting URLs to work underground isn't always an option).

"QR codes are, in my opinion, dying a quick death and thank goodness they are, because they're not useful at all to consumers," says Nick Barbuto, VP digital solutions at Cossette, noting that "most consumers don't care about most messages they see," so asking them to engage with them is often fruitless, and the mechanics behind QR codes – taking a picture with a camera, which sends to a link to visit a web page – is just too cumbersome for most.

But the next evolution is almost here: Near Field Communications (NFC), a concept that has been around for several years and adopted in various forms globally, but has yet to reach its full potential, especially here in Canada. For those unfamiliar, NFC technology works through a chip inside a device (such as a smartphone), that allows for transactions between NFC-enabled devices. One of the most anticipated uses of this is essentially turning your mobile into a credit card, allowing you to pay with the swipe of your smartphone (the wallet-making industry should brace itself).

Kunal Gupta, CEO of Toronto-based Polar Mobile, which has launched mobile apps for companies from Condé Nast to the Toronto Maple Leafs, notes that Android devices are already being made



Tesco's subway execution in Korea, which allowed commuters to buy groceries with their smartphones, may have won big at Cannes this year, but the QR code technology it used may be on its way out.

with NFC technology, and the newest wave of BlackBerrys will have it as well.

"The technology is there, it's actually been there for a while," says Gupta, "The technology is not necessarily the challenge, it's more the consumer behaviour, training and education on how to use it for a better user experience."



The future of commerce, according to Gupta, is a world where consumers' payment identities consolidate. Whereas now we have identities in the form of cash, credit cards, an iTunes account, etc., "those identities will become more digital. [And] people will let you use your digital identity to buy physical goods."

The process has already begun. Last year in the U.S., Isis, a joint venture between Verizon, AT&T and T-Mobile, was created to build a mobile payment network, reportedly in an attempt to maintain independence from the financial

companies so that users would keep accounts with the mobile cos, but in July, Visa, MasterCard, Discover and American Express joined on. "That's what's going to make this thing tangible this year," says Barbuto.

NFC technology will also allow location-based marketing to further evolve, with messages being sent to smartphones, such as deals, based on where the customer is inside the store, for instance. It will be hyper-geo location without a GPS.

But before that can happen, implementation of NFC will require changes to infrastructure, relying on adoption by major retailers, which Barbuto expects we will see within the next five years.

The message to marketers, echoed by Barbuto and Gupta, is to educate yourself on this technology and how your organization might take advantage of it, because it's coming fast. In a country where we're generally slow to adopt new payment methods (we still use tokens for Toronto transit) and mobile developments (Canadian-born mobile apps for retailers are few and far between), NFC provides an opportunity to get ahead of the game.

"If you don't start to embrace digital platforms in your culture, especially within your marketing culture, you're going to start to lose touch with the next generation of consumers," says Gupta. "[They're] using digital, using mobile, using social networks to influence the way they buy, the way they date, the way they talk, everything."

Virtual bounty

The best things in life (and now from brands) are free, as consumers get rewarded for social WOM, or just for being their game-playing, entertainment-loving selves



What if you could reap rewards from activities you do on a daily basis, like share on Facebook, send a tweet or play a game on your smartphone? Increasingly, this is becoming the case as brands tap the power of rewards as a marketing tool.

Examples are popping up everywhere, for instance, on the

medium, but layering in incentives can help at key times," says Sean Humphrey, director of marketing at the *Globe and Mail*.

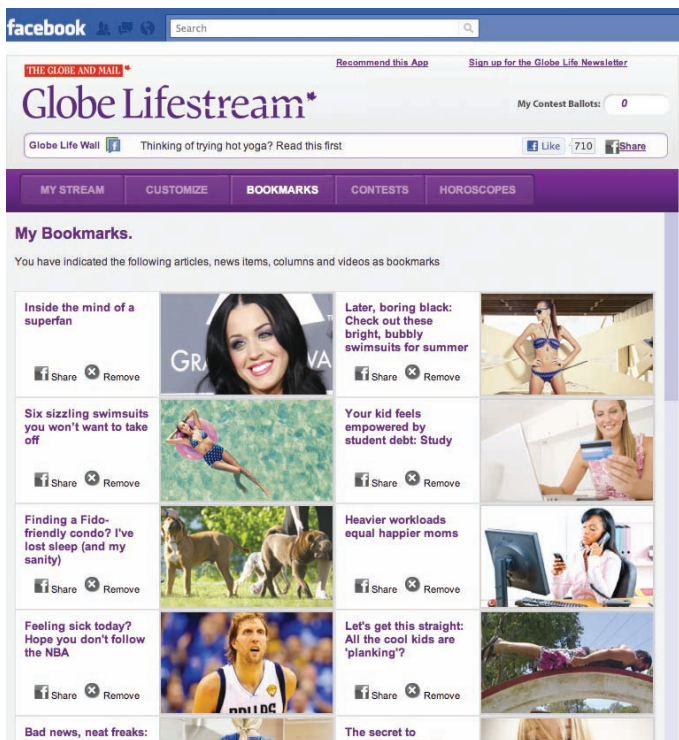
At press time, the Facebook page had about 2,700 "likes" with about 15,000 shared stories and 2,000 downloads, aligning with the *Globe's* expectations, says Humphrey.

Retailers are also jumping on the social rewards bandwagon. Future Shop recently unveiled an app aimed at students called "Tapped In" that awards credits towards Future Shop gift cards, earned by "liking" the brand on Facebook or by using the #BeEverywhere (the name of the back-to-school campaign) hashtag in tweets.

And clothing retailer Dynamite launched a James Bond-inspired Facebook contest that encouraged consumers to find clues hidden in posted videos for a chance to win gift cards and cash. But its young, female target will receive store coupons just for playing the game or liking the page.

When asked if this tactic will become more commonplace, Humphrey says that while there will be a place for incentives, "smart marketers will not invest in shareable content, let alone incentives and rewards, unless they see incremental growth....It's great to have consumers who will share your content, but...if their networks ignore it, you aren't much further ahead." In other words, it all comes back to that basic principle: buzz means nothing without results.

If the above examples can be boiled down to social interaction as currency, Brian Wong is offering a rewards system that he considers to



Above: The *Globe and Mail's* Lifestream Facebook app rewards users for sharing content. Left: Kiip provides a happy surprise for mobile gamers in the form of rewards from brands for random game achievements.



Facebook app that the *Globe and Mail* launched in April, Globe Lifestream. The app complements the redesigned Life section of the *Globe's* website, providing a personalized stream of content to its female target. And if that audience happens to share articles they like, they're rewarded with contest ballots to win gift cards.

"Quality content will win the best audience, regardless of the

be the opposite.

His company, Kiip, gives brands the ability to reward people playing mobile games by randomly offering them gifts. So, for example, a gamer reaches level 10 and a message pops up offering them free beauty product samples to congratulate them on their achievement. The player doesn't know when a gift might appear, or what it will be, so they aren't necessarily playing to win a prize.

The brand sets the reward and its demo parameters, and Kiip uses an algorithm to deploy the rewards in real time that are most fitting.

Rewarding consumers for something they're doing anyway has been on the radar for a while (Topgust and Foursquare reward people for being wherever they happen to be), but Wong says the difference is the concept of reciprocity – where a brand gives something to a consumer and gets something back, not in a transactional way, but as part of a relationship.

"It's less doing something for the brand and more the brand doing something for you as a result of you doing what you're already doing," says Wong, who is originally from Vancouver and started Kiip in San

Francisco about a year ago. Kiip is already working with big-name U.S.-based brands like Sephora, Vitamin Water and Dr. Pepper (campaigns will be rolling out in Canada in the coming months).

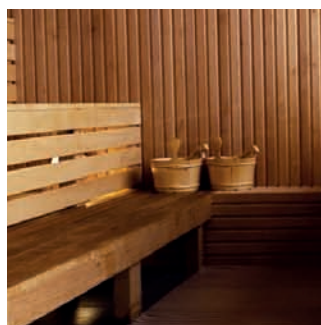
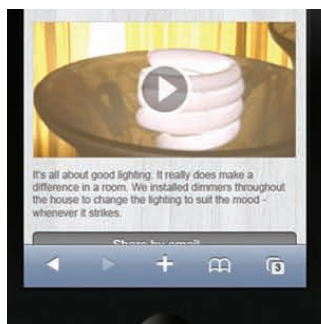
The positive-association benefits for the brands are obvious: "Every brand wants to be there when someone is happy or doing something significant," says Wong. "We're guaranteeing that someone is paying attention."

So far, Kiip has consistently seen double-digit redemption rates (sometimes as high as 50% for free samples of Sephora products), whereas the usual rate for direct response is 0.01% to 3%, says Wong. The interest in Sephora isn't surprising, considering that the average mobile social gamer is actually female, age 28.

And while Wong believes there will always be a place for banner ads and what have become traditional digital buys in the foreseeable future, he notes, "Consumers are going to expect more, and the way you can create something that catches their eye will be limited, so that will continue to be a race that every brand has to spend time thinking about." ■

B!G AWARDS 2011

BY KELLY GADZALA



B!G IDEAS, BEYOND ADS...

In their sixth year celebrating eureka moments, the B!G Awards demonstrate what can happen when agencies go big with their ideas and expand their thinking beyond the borders of traditional advertising.

The criteria this year, though adjusted slightly to reflect economic conditions, still require a significant vote of confidence from big clients. Advertisers needed to have an overall media spend of \$10 million, with the account being worth a minimum of \$1 million to the agency, indicating the wherewithal to outsource any calibre of expert with impunity.

Taxi, which won last year's Gold and Bronze, took home Gold again this year – literally. Its House of Innovation idea for Canadian Tire was a big winner because it did something that's arguably never been done before: it turned a retailer into a homeowner, and in doing so, ultimately landed Canadian Tire on the doorsteps of do-it-yourselfers across the country.

Silver went to Sid Lee, whose architectural transformation of a dilapidated ferryboat and floating theatre into the Bota Bota Spa-on-Water proved not only that an agency can stretch its definition to include architecture, but also how a physical design can create a consumer experience that is a perpetual buzz-generator.

Meanwhile BBDO, this year's Bronze winner, created Shaw Cablesystems G.P.'s Together is Amazing Food Bank Initiative, which rallied staff, consumers and community behind a cause, ultimately proving the efficacy of the tagline.

To learn more about this year's B!G winners, read on.

Taxi and Canadian Tire bring it home

The challenge

Selling innovation requires innovation, and that was the approach Taxi took when its team developed the Canadian Tire House of Innovation. The idea itself came from an agency initiative rather than a response to a brief, and the concept quickly grew into one of Canadian Tire's biggest commitments of the year.

Canadian Tire has worked closely with vendors to bring innovative products to its shelves, and the results – products like pressure washers, drills that turn corners and dashboard solar panels – have been showcased in a series of television ads, ultimately positioning Canadian Tire as an innovative retailer.

Recently, however, with intensified competition from Walmart and The Home Depot, Canadian Tire started to see innovation scores soften in its tracking research. Also, while the weekly flyer featured many innovative products, only a few could justify mass media support. Taxi needed to find a way to showcase the full range of products.

The insight

Taxi knew from research that most Canadian homeowners attempt do-it-yourself projects that would require Canadian Tire's products. Yet a full 74% of consumers, including many heavy do-it-yourselfers, felt time, money and lack of knowledge prevented them from doing more themselves.

This insight became the foundation of the agency's effort. Who better than



We bought this house! It has four bedrooms, a great backyard, and lots of room for improvement. Over the next year we're going to fix it up with hundreds of innovative products, sell it, and give all proceeds to the Canadian Tire Jumpstart® Charity program. Follow our progress online and all the cool stuff in our house might give you new ideas for yours.

 **HOUSE OF INNOVATION.CA™**

See back of insert for details.

Canadian Tire to teach Canadians how to do things around the house? And if innovative products were used in the process, people would learn new, better and easier ways to complete those weekend DIY projects.

Given all the DIY resources that are already out there, Taxi's approach needed to be fresh and much more relevant to Canadians to catch their attention. By addressing the DIY challenge in an unexpected way, the Taxi team believed they would garner more attention and strengthen the perception of Canadian Tire as an innovative retailer.



B!G 2011 GOLD



So how's it doing now?

BY JENNIFER HORN

By mid-August, the House of Innovation campaign was still going strong, with a monthly average of 80,000 Canadians visiting the site and over 93% of visitors spending over five minutes browsing the content, according to Sara Heller, strategic marketing manager, Canadian Tire.

Visitors were also encouraged to interact with the brand through Facebook and Twitter as well as on the site by posting comments and sharing videos, and Heller says that the kind of feedback the retailer has received, with consumers giving how-to advice by posting their own ideas, really speaks to what the campaign is all about.

"The posts on Facebook have generated some of our highest levels of community engagement to date," she says. "We'll continue to listen to our consumers and provide product ideas and solutions that they are looking for."

The B!G idea

Since the goal was to talk to homeowners, Taxi thought it would be a good idea to put Canadian Tire in homeowners' shoes. That meant becoming a Canadian homeowner itself. It bought a house in the Toronto suburbs that, like many houses, needed a bit of work. The brand team literally moved in and began work on a long list of fixes, improvements and decorating upgrades. All the while, it filmed its efforts as a way to educate homeowners about how to take on typical home improvement projects.

Once the house was ready in June 2011, Taxi launched Houseofinnovation.ca, which showcased every project, and, most importantly, highlighted all the innovative products used to complete the work. Rather than watching a 30-second ad about Canadian Tire products, visitors to the website could experience an entire houseful of learning.

Once completely renovated, the house will be sold, with profits going to Jumpstart, Canadian Tire's national charitable program.

The impact

Since the Canadian Tire House of Innovation had just launched (as part of the larger "Bring It On" brand campaign), only the first four weeks of results were available at the time of judging, but the number of unique visitors to the website had already surpassed 105,000. The average time spent on the site per visit was more than five minutes. And in a single 24-hour period, a YouTube mosaic expandable banner generated a remarkable 8,812,314 impressions and 39,389,550 interactions. There had also been more than 3.5 million views of the anthem video that explains the program and invites people back for future instalments.

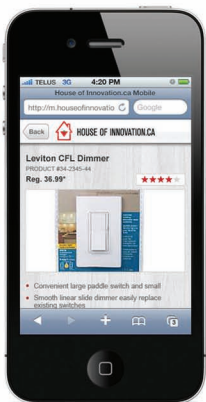
What the judges said:

"This is a big idea. Well thought out and well executed. I love the fact that the store put themselves in their customers' shoes."

—Brett Channer, former CEO and ECD, Saatchi & Saatchi Canada

"This is a very surprising and fun solution that the consumer can completely relate to."

—James Bateman, Karacters Design Group/DDB Canada





SILVER



Sid Lee floats to success with Bota Bota

The challenge

How many agencies can say they've transformed a retro ferryboat-turned-floating-theatre into a contemporary spa on the St. Lawrence? Sid Lee can. The firm was hired to create the architectural designs for the Bota Bota Spa-on-Water. Located in the quays of the old port of Montreal, QC., the spa was to occupy the former space of a floating theatre that once travelled around Quebec for Expo 67. Before that, it was a ferryboat that connected the cities of Sorel and Berthier.

The brief gave Sid Lee two challenges. First, the agency's teams needed to adapt and mesh with talents from fields as diverse as naval architecture and interior design to work together in an effective manner. Second, the very nature of the boat – a floating steel structure – placed limits on the choice of materials for final production.

The insight

To successfully convert the ship, Sid Lee decided to immerse visitors in a multisensory experience inspired by the aquatic

environment, the maritime world, the ship's rich history and the surrounding Montreal landscape.

The goal was to create an experience that would be the message, and make the spa the medium.

The BIG idea

In the span of two years, artisans transformed the vessel's five bridges into a reception area, café, baths, saunas and massage rooms. Sid Lee's architectural program recreated an environment reminiscent of an ocean liner, complete with views of the Montreal skyline and river. The goal was to make the ship seem like it was "floating in the timeless river space...creating a world of materiality, ambience and colour." Moving through these ocean-inspired spaces was meant to be a journey of discovery for the senses – and a temporary escape from the outside world.

The mingling of multiple disciplines – building and naval architecture and engineering as well as interior, industrial and graphic design – was necessary

to tackle the project's many technical and technological challenges, which included integrating structures normally found on solid ground. The use of an open geothermal loop – an underground pump system using groundwater as a heat source – was a possible first in the spa industry and an example of the team's collaborative and pioneering mindset.

The impact

Within weeks of its official opening in 2010, Bota Bota surpassed occupancy projections. It caught the attention of trend watchers in fields ranging from leisure, design and architecture to spa guides and tourism. Consequently, the buzz generated by the spa's launch attracted both Montrealers and tourists from around the world. The project earned numerous awards in the 2010 Grafika and Grand Prix du Design competitions.

What the judges said:

"The stunning design of Bota Bota Spa initiated a campaign that money could not buy. By receiving highly acclaimed awards, international press and a thumbs-up from the industry's trendsetters, the quality of the design helped to successfully launch the product in a very competitive market." –Lainé Slater, Vancouver

International Film Festival



BBDO & Shaw drive togetherness

The challenge

In September 2010, BBDO launched Shaw Cablesystems G.P.'s new brand identity, "Together is Amazing," which showed people the power of togetherness by focusing on the potential that lay in uniting Shaw's 10 million customers.

The challenge that spun out of this idea was to fill every food bank in Canada to alleviate hunger during the holiday season.

The insight

The insight was, if Shaw could truly bring its customers together, imagine what they could do. Specifically, if BBDO could harness the power of Shaw's employees and their daily interaction with Shaw's customers, then the goal of collecting a million pounds of food during the month of November could be met. That's when the Together is Amazing Food Bank Initiative was born.

The B!G idea

The big idea was using the web and community engagement to create a platform that allowed customers to take the lead and encourage donations on a grassroots level, that could also harness a national audience.

BBDO used mass media and online to encourage people to donate, and the Shaw website became the hub for the food bank initiative. People could donate online, organize grassroots events, as well as track the campaign's progress.

But the real power of togetherness happened when all of Shaw got behind the initiative as well. Shaw technicians took donations when they were on call, employees set up community food drives and the company used its community connections to encourage local businesses to give discounts for donations. Local and national media helped tell the story by featuring everything from public school food drives to news about a local food bank being revived and restored with new equipment provided by Shaw.

The impact

By the time the month-long initiative had wrapped up, Shaw had surpassed its target and over 2.5 million pounds of food had been donated to food banks nationally, making it the most successful food drive in Canadian history, according to the agency.

The initiative showed how an idea can not only inspire the consumer, but also become an organizing principle for an entire company across all stakeholders, from the president right through to the sales force. It demonstrated how a brand proposition – Together is Amazing – can translate into action to produce tangible results.

What the judges said:

"Excellent strategy development."

–Karen Nayler, Mindshare Canada

"Most completed campaign that went beyond advertising."

–Yanik Deschênes, AAPQ

"They managed to find a tag line, 'Together is Amazing,' that works to promote their goodwill campaign and their product. This is the kind of campaign that has legs and a long shelf life."

–Lainé Slater, Vancouver International Film Festival



The process

As with previous years, the B!G Awards process started with a national call for entries. Agencies were asked to submit a description of a program created and executed from July 2010 that went beyond advertising – something that was big, not just in terms of dollars spent, but also in strategic and creative scope.

Since the goal is to showcase projects outside the advertising remit that major brands are entrusting to their agencies, the brand had to have spent \$10 million on media at the parent company level, and the account must be worth at least \$1 million in revenue to the agency.

Submissions were then judged, online and in isolation, by a cross-discipline panel of industry experts. Judges graded each entry for its creative and strategic insight as well as its impact, giving each of these elements a score out of 10. Those who declared conflicts did not score the relevant cases. The top three scores are profiled here and will be recognized at *strategy's* Agency of the Year Awards on Nov. 10.



James Bateman
Creative director,
Karacters Design Group, DDB Canada

Born in London, England, Bateman worked for some of Britain's most prominent branding and design firms, including Addison Design, Enterprise IG, Wolff Olins, Landor and 20|20, before moving to Vancouver in 2003. Since then he has worked on iconic Canadian brands such as the Canadian Tourism Commission, Mountain Equipment Co-Op and the Vancouver 2010 Olympics, as well as the Cannes award-winning packaging work for Silver Hills Bakery.



Brett Channer
Former CEO and ECD,
Saatchi & Saatchi Canada

Channer began his career in the ad business over 20 years ago on the account side. When he realized his creative briefs were actually creative ideas, he quit and restarted his career as a writer. Since then, he has gone on to work with clients like Toyota, P&G, Labatt, Kellogg's, Nestlé and Buckley's. Working with Saatchi & Saatchi on and off for a decade, first as ECD and then as CEO and president, Channer is proud of being the first Canadian invited to sit on the worldwide board.



Matthew Corrin
Founder & CEO,
Freshii

Inspired by the fresh food bars in New York City, Corrin opened his first fresh food concept, Freshii, in Toronto in 2005. He subsequently won the Achievement in Retail Concept Award for National Innovative Retail Concept of the Year from Cadillac Fairview. In addition to being a "Top 40 under 40" honoree by the *Globe and Mail* in 2010 and being featured in *Inc. Magazine's* "30 under 30," Corrin is a 2011 finalist for the Ernst & Young Entrepreneur of the Year Awards. Today, the Freshii concept has evolved into a franchise with over 60 locations in Canada and abroad.



Yanik Deschênes
President and general manager,
Association of Quebec Advertising Agencies (AAPQ)

A lawyer and member in good standing of the Quebec Bar, Deschênes also holds a certificate in industrial relations from Laval University, all of which stands him in good stead as leader of Quebec's ad agency association. Deschênes started his career in the late 1990s at National Public Relations, where the space missions of astronauts Julie

THE JURY

Payette, Marc Garneau and Chris Hadfield were among his assignments. Since then, Deschênes has worked as corporate affairs director with Walmart Canada in Quebec and as an executive at Optimum Public Relations. In 2011, he received his APR from the Canadian Public Relations Society and has also won two of the organization's Awards of Excellence.



Karen Nayler
Leader,
Mindshare Canada

With 30 years in media, Nayler has acquired a broad range of experience and has held executive committee positions with BBM, COMB, NADbank, NABS and PMB. For the past 11 years, she has been the leader at Mindshare Canada and is responsible for all of its Canadian divisions. She is also a member of the North American executive team, president of the Canadian Media Directors Council, and is an active participant in industry committees.



Lainé Slater
Marketing director,
Vancouver International Film Festival

For the past six years, Slater has been the marketing director at the Vancouver International Film Festival, whose trailers have won numerous awards over the years. A University of Toronto arts administration program grad, Slater previously operated her own arts and entertainment marketing company, Flash Communications, which provided marketing, media buying, graphic design and media sponsorship co-ordination to clients including CBC Vancouver, Live Nation, Simon Fraser University and the Vancouver Playhouse.



Judy Wheeler
Director of marketing,
Nissan Canada

As marketing director for Nissan Canada since the beginning of the year, Wheeler helms marcom and media for national, retail, digital, CRM, social sponsorships and auto shows. Previously with Chrysler since 1984, Wheeler has worked in many areas throughout her 26-plus years in the auto sector, including sales and service, marketing and communications for the U.S., international sales and marketing and business development. A career highlight was being the youngest director of sales at Chrysler responsible for the second-largest region of the company.

AN EXIT INTERVIEW WITH TIM PENNER

Strategy met with Procter & Gamble's Canadian president on the eve of his retirement to review his three decades in the biz

BY MELINDA MATTOS



Tim Penner arrived at Procter & Gamble in 1978,

a fresh-faced Wilfrid Laurier grad full of questions. "They told me on day one that I would be working on Downy fabric softener. I didn't know what it was or why anyone used it," he recalls.

"Then they handed me a thick rule book on how to orchestrate a sales promotion," he says. "It was filled with P&G acronyms, so I understood very little of it, but I read that thing cover to cover. I went home exhausted, despite having accomplished nothing, but still eager to make a personal difference on this business any way I could."

Three decades later, as he retires from his position as president, he's accomplished this goal, having made a considerable impact on all aspects of the business, here and abroad. Penner's early work in laundry and then health care marketing ultimately led to a position as GM of the health care business in 1991. In 1993, he relocated with his family to become VP of the health and beauty business in the U.K. and Ireland, and moved again in 1996 to become VP of the North American tissue/towel business, based out of Cincinnati, Ohio.

In 1999, he returned to Canada as president, and since then, the company's sales have nearly tripled – a feat that he says is his proudest accomplishment.

Strategy sat down with Penner at the end of his term to discuss what he'll miss, how the company has changed and what legacy he's left for successor Thom Lachman, P&G's former VP of male grooming for North America.

Describe a typical week as president of Canada's largest marketing organization. How do you divide your time?

Half my time is spent trying to fight for a plan that can win in Canada [both within the Canadian and global organization]. Sometimes the Canadian team has decided what it will actually take to win here, but the country that produces it – the group that supplies the communication plans – is not providing it to us. Another quarter of my time is spent with Canadian customer issues – the selling side of the business. The remainder is spent trying to keep people motivated, on track, feeling rewarded, feeling valued and all rowing in the same direction.

You've spent over 30 years at P&G. Why was it such a good fit?

P&G is totally committed to talent development and individual responsibility. They gave me lots of early responsibility and they kept stretching me with challenging assignments that allowed me to learn and grow. Every one of my bosses invested in my development. This is a company that loves ideas [and] does the right thing.

What's the key to a long career within an organization?

First, you need to join a company that will win in the marketplace, so that when they grow it will create opportunities for you. Second, you need to consistently deliver great results. This is a very measurable industry and it is very clear who is contributing and who is not. Third, you need to consistently treat absolutely every person you meet with respect.

You relocated twice in your career with P&G. Do you think international experience made you a better marketer?

Moving internationally was the best thing I ever did for my career and for my family. It stretched us all, took us out of our comfort zone, forced us to learn new things, to build new skills, and it brought us together as a family. As a business person, being outside the comfort of your home market teaches you to rely even more heavily on the people around you because they have a better "feel" for the marketplace.

How has P&G changed over the last 30 years?

We've become much more efficient and much less formal. We have

gotten rid of the big formal meetings and senior management visits. We've also worked hard to get rid of the functional and hierarchical barriers that used to get in the way of free-flowing communication.

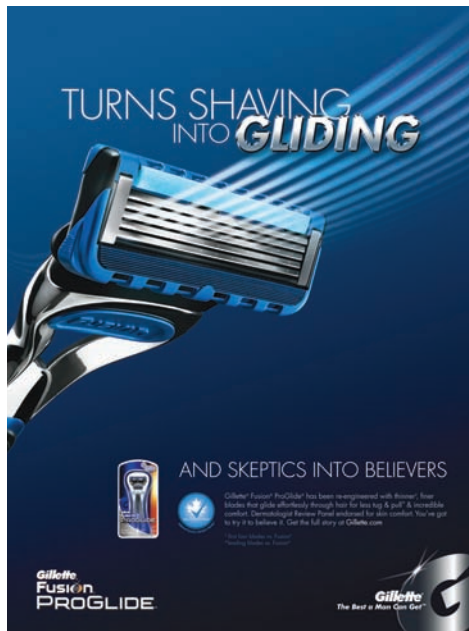
How else has the corporate culture changed?

We are more reflective now of the population that we serve than we were 12 years ago. I think we're doing a better job today at having people feel valued for the work that they're doing and understanding why they need to do it. We've implemented a great training program for managers, a local invention, that has been really well received. We want our people to thrive here and so you have to keep trying new things to stimulate the right kind of culture.

How has the CPG industry changed?

When I started in this business it was Canada-centric and TV-centric. We debated for hours over word tweaks to the copy strategy document, and we might produce one or two pieces of creative in a year on any given brand. Now most of our communication plans are global campaigns. The task is to choose from a global menu of ideas and then integrate the communication plans locally between a communications planning agency, a digital agency, a PR agency, an in-store agency and a trial/promotion agency. It takes much more work today to influence the consumer across all the

touchpoints that influence his or her life.



Penner points to Gillette ProGlide as an example of P&G product innovation that exceeded expectations.

When P&G was named our Brand of the Year in 2008, you told *strategy*, "We need to make all of our communication more interesting if we want to break through." Are you there yet?

I think P&G's 32 Cannes Lions this year indicate that we are making progress, but we must do more. Many of the categories in

which we do business are not inherently interesting, so we have a tough task to help make our brands interesting to consumers. We need to make it worth the time to listen to our message, in every medium.

How would you describe the role that digital plays?

Digital is by far the fastest growing portion of our marketing communications budget. At first we jumped into digital communication as an experiment, because that's where viewership was heading. We learned a lot about how to use the medium and we are improving our ROI. Digital has become the largest spending pool for some of our brands.

What results have you seen from content plays like P&G's *Rouge* magazine and Tampax's *Beinggirl.ca*?

We are always looking for ways to cut through the clutter, to make our brand

Happy Retirement, Tim!

From your PR partners at
MSL Canada



**Tim Penner & Queen Latifah at the
2010 P&G Beauty & Grooming Awards**



message part of the storyline rather than a blatant commercial interruption in the reading or viewing experience. With *Rouge* magazine we can tailor the articles

to focus on content that complements our new product launches and brand messages. The result is a highly integrated message. Readers seem to like it; our loyalty and click-through rates are very strong.

With Beinggirl.ca there was a need for a discreet way for young girls to get answers to their fem care questions. We created a website and consumers flocked to it. We've done the same thing in TV when we sponsored shows and integrated our ad message into the content. The intent is to make our message even more relevant. When we can do this at a reasonable cost, it's worth it.

Last year your big focus was "game-changing initiatives" and "transforming categories." What worked and what's next?

Our big product innovations have generally been very successful, but Crest 3D White and Gillette ProGlide really exceeded

Questions from the peanut gallery

We asked some of Penner's colleagues and golf buddies to contribute a few questions for this interview. Here's what they wanted to know:



Brian Fetherstonhaugh, OgilvyOne: How do you create a culture that has both business discipline and fun baked in?

Tim Penner: That is the quintessential challenge for senior leaders. I think you do it by truly engaging the fun, creative spirit of everyone. Fun isn't top down. It has to come from every level.



Aidan Tracey, Mosaic: What hasn't changed over the past 30 years, in terms of delivering great marketing?

TP: It's still about communicating. You have to interest people, you have to reward them. The medium has changed, but that hasn't.



Jim McKenzie, Maxim Partners: You are retiring at a relatively young age. Are you just going to do board and charity work, or do you have another mountain to climb?

TP: The only way to know that is to not climb any mountains for a while and see how that feels. My plan is to not climb anything for the rest of the calendar year.

BF: Does your retirement give you an unfair advantage in next year's boys' golf tournament, and how will you compensate your competitors?

TP: *(He laughs.)* Just to give you the backstory, this is a trip that eight guys at P&G started going on 32 years ago and one that most guys have never missed. It predates all of our marriages – it was a prenup for all of us. To answer the question, I hope that it gives me an enormous advantage and I will exploit it as much as possible.

JM: Everyone has enormous respect for you. What is it about your business approach that engenders this level of admiration?

TP: I fake humility well.

BF: Is it true that you are the lost Osmond brother?

TP: *(He laughs again.)* You should see my yearbook photo.

CONGRATULATIONS TIM
on 30 years of inspiration and leadership.



A Fond Farewell To **Tim Penner**

After 12 great years of providing **Loving Care** for P&G's brands in Canada, it's sad to

see you go. You've **always** had a **Bounty** of great ideas to lead the company

forward, and your leadership stands **head & shoulders** above the rest. You leave at

the **Crest** of your success, having helped turn P&G Canada into the

largest consumer goods manufacturer in the country. We just wish we knew the

Secret to your success. Was it your **HIGH ENDURANCE**? Your ability to **SCOPE**

out new opportunities? Or your **zest** for all things creative? Whatever it was,

you were always **VICKS** torious in everything you did. Rest assured

that we'll keep working hard to grow the company you lead so well, and to **Embrace**

the legacy of excellence you have left behind. As a new era in your life prepares

to **DAWN**, we hope your transition into retirement goes **nice'n easy** and that

retired life **Pampers** you on a daily basis. We'll miss your smiling **IMAGE**,

your **Charmin** personality and, most of all, your **Pringles** sense of humour.

One last Hip, Hip **OLAY** from your
Canadian Marketing Agency of the year.

QUADRANT

You'll like what we have to say.

exit interview.

our expectations. We will continue to focus on category-transforming news in the future. More and more we are learning that we need to “go big or stay home” with our product news. The cost to the manufacturer and the cost to the retailer of refitting a shelf are enormous. We need to bundle innovation to make it worthwhile to truly transform the retail shopping experience.

Why has innovation been so pivotal at P&G and how have you fostered it?

I think leaders foster a direction by showing their interest and enthusiasm. I’m genuinely interested in innovative new ways of doing business. If you run the same plan as last year your business will decline, because competitors will throw you a curve ball you didn’t anticipate.

What are you most proud of?

I’m proud of the total growth we achieved. Twelve years ago P&G was one of many mid-to-large consumer goods manufacturers operating in Canada. Today we are the largest – larger than our five closest competitors combined. Some growth was achieved through global acquisitions and some through organic growth. The team integrated the acquisitions quickly and smoothly, and we found innovative ideas to grow existing businesses.



What are your plans moving forward?

My immediate challenge is that I’ve agreed to lead a fundraising campaign for the Toronto YMCA. Today there is a Y facility within easy access to about 65% of the Toronto population. The goal is to build additional facilities so that 95% of the population can enjoy a Y centre in their neighborhood. The Y has never been a big fundraiser, with total donations of roughly \$3 million per year. We want to raise \$400 million in the next 10 years to achieve our dreams.

You’ve lent your skills to a number of charitable organizations. Why has this been important?

I’m very lucky, I was relatively successful quite early on. As you do well, you have a responsibility to do good.

Why did you decide to retire now?

I actually believed all those ads for Freedom 55.

What will you miss the most?

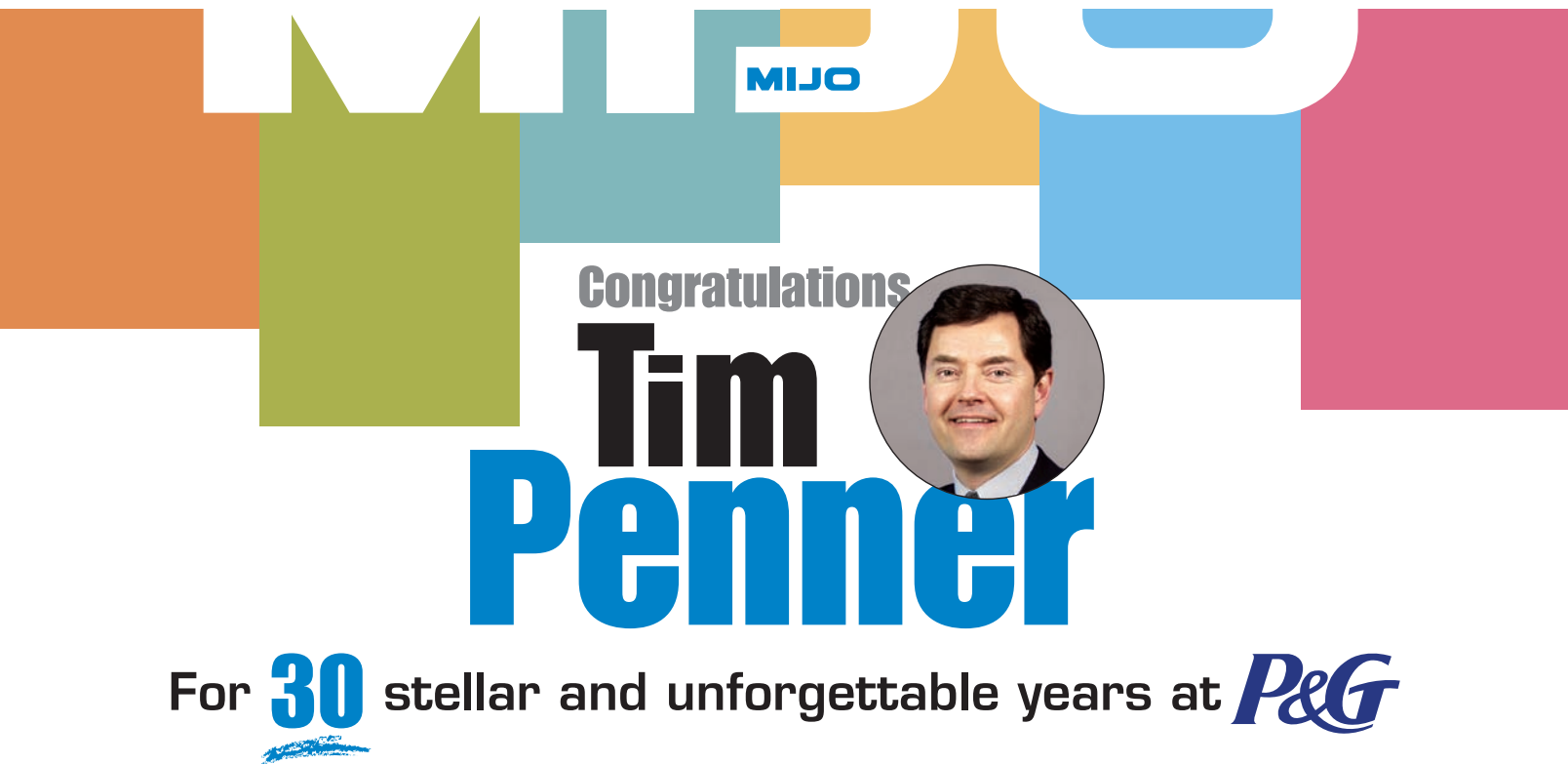
I’ll miss the people and the enthusiasm for new ideas. This is a remarkable place.

What will you miss the least?

I will not miss flying Comair to Cincinnati.

Any other last words you’d like to share?

I’ve known Thom Lachman for over 10 years and I am delighted to be handing the reins to such an outstanding individual. With the strength of the team and Thom’s leadership, I know P&G will continue to thrive in Canada. ■



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What's
next for

Tim Penner?

A whole lot
of accolades.

What most of us know about **Tim Penner**'s place among Canadian business leaders can be read in the trades, on store shelves, and in the cupboards of any Canadian home.

During his 12-year tenure as president, **Procter & Gamble Canada** has become the largest consumer goods manufacturer in Canada, and been recognized as one of the best places to work in the country.

What you may not know is the kind of character it takes to earn that success – the incomparable leadership, integrity and humility that have made him both a respected leader and one of our most valued business partners.

It's been a privilege, Tim. Congratulations. And thanks.

The Carat Canada team



Tales from the trenches

Tim is an extraordinary combination of charisma and content. He is the kind of leader who people want to follow.

One thing people should know about Tim is that he's actually pretty cheap. On one of our annual boys' golf trips – 32 years and still counting – I was rooming with Tim. After a very long night of playing Liar's Dice and maybe sinking a few beers, I woke up in the morning and discovered that I had slept in Tim's suitcase. The most shocking thing wasn't waking up inside the luggage. It was that Tim didn't charge me a night's rent. The one thing you never do with Tim Penner is bug him for money.

–Brian Fetherstonhaugh, chairman and CEO, OgilvyOne Worldwide



Tim is one of the true gentlemen in the business. He always returns your calls, always tells it like it is and always does what he says.

Tim is also one of those guys who you can't say no to. One day Tim called to ask a favour. Could I help him out

on a little project? It would be fun, just a little United Way thing. I asked what it was and he said I could find out more at breakfast. So off I trundled only to find out I would be in his asking-people-for-money cabinet, a wonderful and important cause which he took very seriously. By the time he was finished with me, I was signed up for a 10-year term. No wonder he was so successful!

–John Clinton, CEO, Edelman Canada

Tim is one of the best, if not the best, client I ever worked with. He is very smart, intuitive, fair, very personable and has a killer sense of humour. But Tim's real gift is his integrity and his ability to inspire everyone to be their very best. You just would never want to disappoint Tim or let him down.

From a personal standpoint, I feel very fortunate that our professional relationship evolved into a long-term friendship. However, when it comes down to a golf bet, we would give each other no quarter.

–Jim McKenzie, partner, Maxim Partners

CTOTY. BW YFAS&S.



Tim has brought a fresh perspective to our YMCA board.

One of the things that really impresses me and my colleagues is Tim's great ability to grasp complex challenges and put them into clear and simple terms

that are both understandable and action oriented.

Most recently, Tim summarized one of our strategies by coining the phrase "this is about spreading acorns and planting oak trees," making a written plan come to life with such a powerful metaphor.

In a nutshell, I would describe Tim as a successful business leader and a humble humanist.

—Medhat Mahdy, president and CEO, YMCA



When I reflect on 20 years of either working for Tim or being on the other side of the table as an agency partner, it's his leadership style that stands out. Tim's style of calmly asking for the fact-based rationale for a decision and then rallying people in a direction was powerful. That even keel allowed him to be a respected voice both internally and externally in the marketing community – which is often needed.

One of the only times I remember that calm style getting ruffled was when an agency supplier sent over about 30 pounds of steaks to all the brand team people in our division at Christmas [despite a strict corporate policy against accepting gifts]. Needless to say that particular agency president got a solid scolding and ended up receiving a lot of red meat shipped back.

—Aidan Tracey, CEO, Mosaic Sales Solutions



Tim has been an incredible supporter of the industry over his career. He always took his role on the Food and Consumer Products of Canada (FCPC) board seriously, always adding value and always speaking his mind.

He would never shy away from the tough decisions, would always say what he thought even if it wasn't the most popular opinion in the room and was respected by all of his peers for just that. When Tim spoke, everyone knew it was well worth listening. Tim is a natural leader and one our industry will really miss.

—Nancy Croitoru, president and CEO, FCPC



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How mobile has impacted the path to purchase, and what savvy marketers are doing to get in on the action

It's difficult to fathom just how much mobile has changed the shopping experience over the past year alone. Canadians are using smartphones in record numbers. In fact, comScore research indicates that 33% of Canadian wireless subscribers have adopted them, and that figure jumps up to almost 50% among 18-34-year olds, according to the Quorus Consulting Group. That means consumers have access to an unprecedented amount of information at their fingertips. Instead of hopping in their cars to go from store-to-store or even sitting at their home computers jumping from site to site, Canadians can now do their comparison shopping while standing in front of the very item they're considering.

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Two mobile apps from two premium brands have gained a lot of attention from an increasingly engaged audience.

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Now is the time for you, and your clients to take advantage of this amazing opportunity and be a part of the fastest growing media segment in Canada.

SHAW MEDIA



Shaw Media

Shaw Media offers premium apps that have been downloaded over one million times. The Global Video app and Food Network Canada app consistently rank within the Apple App Store's top 10 Free Entertainment and Lifestyle categories.

Global Television's app is available on iPad, iPod Touch and iPhone, and gives advertisers the opportunity to leverage some of the world's most popular shows, including Glee, House and Survivor. A broad set of innovative ad units for this mobile platform include the brand new customizable Video Overlay which can be tailored to meet any advertisers needs and can feature multiple creative elements and calls to action simultaneously.

The Food Network Canada app is available on iPhone, iPod touch, Blackberry and Nokia, and offers access to over 10,000 recipes. It boasts over seven million page views each month, delivering a broad, highly engaged audience for advertisers.

Shaw has recently introduced the Shaw Media 360 approach, which enables advertisers to access top programming across all platforms: on air, online, on demand and on the go with one call, one contract and

one invoice. The 360 approach ensures that each brand idea, at every consumer touch point, is executed in the way that's the most relevant for that medium.

The Shaw 360 philosophy reinforces the notion that an idea is better when executed consistently across multiple mediums. Shaw Media helps clients delve deep with brands and content in a way they can't by just buying media alone. The result is a richer, more meaningful campaign that delivers results.

"Mobile has sped up the decision-making process," says Marc Choma, director of communications at the Canadian Wireless Telecommunications Association (CWTA). The rapid advances in mobile adoption over the past year extend beyond consumers, too. More companies than ever now offer mobile commerce solutions, so consumers can even skip the store – and the desktop – altogether if they so choose.

Of course, full-circle mobile transactions aren't going to replace the good old-fashioned in-store experiences entirely. That doesn't mean mobile isn't enriching the physical act of shopping. Consumers can now tap into exclusive geo-targeted offers on their phones, not to mention recognition for being the most loyal of loyal customers through fun-yet-useful apps like Foursquare.

Mobile is also increasingly being used as a CRM channel to keep consumers continuously engaged with brands. "Mobile plays a critical role," says Gillian Fripp, director of consumer relationship marketing at Kraft Canada. "Whether it's sending the consumer SMS dinner recipes, engaging them with a cooking video via 2D barcode, or enabling the consumer to quickly search recipes at m.kraftcanada.com, each tactic can influence how they make decisions in store."

Canadians have an insatiable appetite for all things mobile. Our country is now home to 25 million mobile subscribers. Even SMS is showing no sign of slowing down – Canucks sent a staggering 56.4 billion person-to-person texts last year, an increase of 60% over 2009. "We're still seeing dramatic growth," says Choma. Even short code use is

LOYALTY NEEDS MOBILITY

That's a pretty big statement. But like it or not, the smartphone market is growing exponentially. Like the fact that just 2 years ago there were only 4.9 million smartphone users in Canada. And now? Well, how about over 10 million. Not to mention all the apps, gadgets and mobile web sites that go along with them.

Bottom line, consumers aren't where they used to be. They're not waiting for you to open that bricks and mortar store down the road. They're finding you – or if not you, your competitors – in the one place that's always close by, their pockets.

Now your customer can shop, browse, compare, price match, rate, comment, buy and just about fly, from anywhere, at anytime, day or night right from their mobile devices.

So where does that leave you? And more importantly, where does that leave your customers and their loyalty to you? **Are you mobile enough for them to be loyal?**

Tough questions need frank answers. Let's talk.

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on the rise, with 2.3 billion messages being sent and received using short codes in 2010, up 36% over 2009. Clearly, SMS is nowhere near becoming irrelevant in a world of shiny apps. “Our primary communication with consumers in mobile is via text message,” says Paul Lipson, director of digital marketing at Molson Coors Canada. So what does all this mean for marketers? It means that mobile is no longer a fringe medium, and those who are properly leveraging it are reaping huge rewards.

The evolving path to purchase

“The year of mobile has come and gone – it’s pervasive now and brands need to jump in head first,” says Paul Burns, VP of digital media at Shaw Communications. “This is the one medium that consumers have with them 24 hours a day – let’s not forget that opportunity. It’s more meaningful than we can probably imagine.”

Consumers aren’t just treating their mobile devices as fun little toys anymore. They’re using them as tools to help make their lives easier – and that extends to the shopping experience as more and more consumers opt-in to receive relevant messages from their favourite stores when they’re in the area. “For retail marketers, combining a feature like geo-fencing with the CRM data that they are collecting about their customers – like past purchases and categories of interest – offers the opportunity to deliver personalized messages when a user is near one of their stores,” says Dave Oakes, director of digital media, mobile and direct at Carlson Marketing.

While retailers used to have to rely on enticing shoppers into their stores with eye-catching window displays, they can now potentially send opted-in consumers a coupon or offer the minute they set foot in the vicinity. No more waiting for them to meander over to your turf.

This approach is proving to be effective beyond retail marketing, too. “Mobile allows us to create a new level of utility for consumers by unlocking value for them closer to the point of purchase,” says Lipson. “We have used geo-location to send consumers [permission-based] messages about beers on special when in close proximity to a beer store and have enabled consumers to find their favourite brands at retail stores and bars closest to their location through features like the Coors Light SubZero Beer Finder.”

As more and more companies get in on the action, consumers are beginning to expect to see their favourite stores and brands in the mobile space. “The integration of mobile with the shopping experience is something that we’ve been seeing heat up,” says Deborah Hall, Head of Mobile at Olive Media. She points out that mobile presents a great opportunity for marketers to enhance their loyalty programs by providing better offers to those who visit more frequently. “You can have different layers of rewards,” she explains.

Torstar Digital is rolling out a shopping application called ShopCatch, currently available as an iPhone app and via mobile web, that makes it easier for consumers to do some comparison-shopping while out and about. For instance, consumers can search for air conditioners, and



Pelmorex Media

In Canada, no one knows the weather better than The Weather Network and French-Language counterpart MétéoMédia. The networks provide current conditions, short and long range weather information and important weather warnings and public alerts on TV, web and applications. Along with lifestyle and travel information, The Weather Network helps Canadians to plan for anything.

Canadians visit The Weather Network’s properties several times each day for the latest weather information updated around the clock by Canada’s largest staff of private sector meteorologists.

With a unique programming mix on television, watched by over 9.3 million Canadians each week and with nearly 20 million app downloads and growing, millions of Canadians rely on The Weather Network and MétéoMédia each day.

MOBILE. THE ULTIMATE LOYALTY MECHANISM.



Carlson Marketing

Carlson Marketing is a thought leader in the Canadian mobile marketing space, and a global leader in the relationship marketing arena. They help many of Canada's largest companies get the most out of mobile by focusing on cross-company mobilization, with more than just single campaigns. Its extensive proprietary research ensures its clients' transitions into mobile are as seamless as they are effective.

Carlson Marketing offers a full range of mobile services across messaging, browsing and downloads. Their talented interdisciplinary team includes technical, creative and analytical professionals, which allows it to effectively execute the mobile strategies it helps companies create. Carlson Marketing's ongoing research ensures that it is on top of the constantly evolving mobile trends and changes in consumer behaviour.

Carlson Marketing believes that developing and sustaining customer engagement in the era of "always on" relies on unique loyalty and engagement insights, new business models and partnerships, as well as real-world experiences in designing and deploying mobile. They understand that the total experience that a customer has with a brand has more impact (positive or negative) than any single offer or message. Carlson Marketing knows the Canadian mobile market inside out, so you can rely on them to help mobilize your business - the right way.



full coverage. full service.

- 12.7MM monthly Canadian impressions
- Location based inventory
- Mobile targeting
- Custom app development
- Mobile web development
- Mobile rich media

Giving on the Go

Donating to a worthy cause is easier than ever, thanks to the ongoing partnership between Canada's wireless industry and the Mobile Giving Foundation Canada. Canadians can support their favourite charities with a small gift of a five or ten dollar donation from wherever they are through their mobile phones. All they have to do is text a keyword to a specific short code to instantly make their small donation, which goes entirely to the recipient charity. The donation appears as a charge on a donor's carrier bill, and donors even receive information about how to obtain an official income tax receipt.

"Mobile giving has proven to be the fastest and easiest way for the general public to donate to a worthy cause and make a difference," said Bernard Lord, President & CEO of the Canadian Wireless Telecommunications Association. "Experience has shown us that the mobile channel empowers Canadians to donate more readily in small amounts and eliminate most barriers to giving."

Canadian Tire's Jumpstart program is one of the most recent charities to leverage mobile giving as a donation channel. It's encouraging people to text JUMP to 45678 to donate \$5 towards helping families afford organized sports. Canadian non-profit organizations that are interested in mobile giving and want more information should visit the Mobile Giving Foundation Canada Web site at www.MobileGiving.ca.

a map highlighting prices and deals in the area will load. Marketers can tap into it by loading their deals, and gain valuable information when consumers actually redeem the deals, such as which locations and time of day performed the best. "You can get so much insight about how to move product," says Hall.

The fact that more and more companies are offering mobile commerce solutions is changing the path to purchase even further. In some cases, the products themselves have been mobilized, bringing new meaning to the concept of a full-circle mobile path to purchase. "We are very excited by the promise of quick and easy mobile purchasing of ebooks. There is no question that consumers have a growing interest in impulse buying when they see an ad, book review or get a recommendation from a friend," says Lisa Charters, SVP director of digital at Random House Canada. "Right now though we are missing one key element to making this happen - we need our ebook retailers to optimize their catalogue pages for mobile."

Location, location, location

One of the biggest reasons mobile is having such an impact on the path to purchase is its ability to offer customers the chance to sign up for location-specific prompts and offers. In many cases, consumers are freely giving away their locations to get the most relevant information. The trick to mastering such ads is being relevant and valuable. Leveraging mobile tools to enhance a consumer's

experience presents brands in a positive, useful light.

"Using the GPS, the camera and even the compass, your smartphone can sense what you are pointing at and show relevant data for that place, such as reviews for a restaurant or virtual signposts to direct you to a place," says Oakes. Helping consumers is a smart use of mobile. Bombarding them with irrelevant messaging, not so much.

Burns points to a recent mobile initiative that was both fun and useful – a winning combination. It paired The Real Housewives of New York content with Foursquare, and encouraged fans to check into Housewife-approved locations. "By checking into carefully selected locations, users can eat, shop, relax, and experience the lives of the Real Housewives of NYC," says Burns. The series also extended this to brand partners to get in on the action and did a really simple integration with Sephora retailers. The first @foursquare Real Housewives badge holder to show their badge at participating Sephora retailers won a \$100 gift card. "It's a smart and eloquent way to tie the brand into a retailer and drive results as well," says Burns.

Olive Mobile's Hall expects to see more mobile marketing initiatives that integrate a gaming element like Foursquare and Gowalla do in the near future. "People enjoy competing with their friends for points," she says. Even incentives that don't cost the retailer anything, such as becoming "mayor" of your space, can motivate consumers to make frequent visits and purchases.



Kia's 'Drive Change' is one of several integrated campaigns executed by Shaw Media which leverage mobile and web.

Getting personal

Some things become clichés for a reason – they’re true. And it’s certainly true that mobile is the most personal medium around, so marketers must tread carefully in this intimate space. “The intrusiveness of mobile marketing requires brands to create trust or risk alienating consumers,” says Oakes. “The value exchange at the core of every meaningful one-to-one dialogue is directly in the spotlight in the mobile channel, requiring a keen focus on what you’re offering.”

That means if you want to play in the mobile space, you’d better be bringing something to the table. The fastest way to annoy people through mobile is by wasting their

time. “Content and brand messages need to have a more ‘immediate’ nature to them – meaning it’s important to respect the users’ time,” says Burns. “They are on the go, and have graciously decided to spend time with your brand. Give them a good reason to spend more time with your brand, or change the message to accommodate the immediate, time-starved nature of the experience.” Hall agrees. “Since mobile is a much more personal medium, the consumer’s expectation is higher,” she says. “You have to over-deliver.”

While the fact that consumers have their phones on them 24/7 is very appealing to marketers, it can also be quite terrifying. “Your customers now have personal blow horns in their pockets – and they’re ready, willing and able to talk about their brand experiences,” says Burns. “They say the devil is in the details; well, so are the opportunities. If it wasn’t important for your brand before to be obsessed with every single little interaction with your customers, now it’s mission critical for moving the brand needle in a positive direction. Every little touch point counts, because consumers can and will talk about it if it’s not amazing.”

A sure sign that you’ve come up with something appealing is when users go out of their way to interact with you on their phones. Take QR codes, for instance. A consumer isn’t going to scan your code if you haven’t offered something enticing. “It’s permission-based. The user goes to it,” says Choma. “Like with short codes, you know you’re interacting with people who want to.”

Don’t underestimate mobile web

Paying attention to details is particularly important when it comes to mobile web – an area a lot of marketers tend to forget about. “I’ve seen so many QR codes that link to desktop websites,” says Hall. She’s baffled by the fact that a marketer would put effort into creating a QR code without ensuring the experience isn’t broken if a consumer actually scans it.

Oakes has seen similar experience breakdowns, and points to some of the companies that leverage the mobile travel site Kayak as an example. The site enables users to do travel searches, and links to third party sites where they can actually book trips. However, not all of the participating sites have mobile websites. “The first jumping off point is mobilizing the website you have now,” says Oakes.

Hall emphasizes that mobilizing your existing website can be a much more efficient use of resources than developing

an app right out of the gate. "If you start with mobile web you can use the data to see who's visiting and from which devices," she says. You can also make changes to your mobile site in real-time whereas with apps you would have to wait for the user to upgrade to the latest version. From there, you could build a far more efficient app with all of the insights you've gleaned from mobile web.

While apps are still getting the most buzz, mobile web continues to grow and grow. "The biggest growth is in mobile browsing," says Hall. "Four in ten subscribers are using mobile for browsing." People are even browsing in their homes now that they can avoid costly data charges by tapping into wifi. This trend is something that Molson is paying close attention to. "We have also begun to optimize our brand websites for mobile viewing, as mobile is quickly becoming first screen versus pc or laptop," says Lipson.

After all, if you're going to go to the trouble of luring people to your mobile website, you'd better make sure you actually have a mobile website. Trying to navigate a traditional website on a tiny screen is a quick way to turn off consumers. "Mobile users don't want to download your entire catalogue or navigate seven levels of your website," says Oakes. "The screen is smaller. Make every pixel count."

Leveraging mobile to its full potential

Effective mobile campaigns balance the fine line between the basics – optimizing your website for a mobile environment – and the bells and whistles, like taking full advantage of the features that make mobile fun like apps, cameras and videos. "The device is location-aware, a video camera, a camera, sends email and is a browser – make sure to incorporate any and all features," says Oakes of

smartphones. People are eager to play with all of the fun features. Give them a reason to, like by linking to a mobile-optimized video through a QR code.

Of course, the best way to leverage mobile to its full potential is by integrating it with other media. "It's easy to get sucked into to the shiny new media toy that we call mobile – but it always comes down to a solid campaign idea and a media partner who's willing to properly integrate your brand to help knock that idea out of the park," says Burns. He points to a recent execution Shaw did for Kia that leveraged the car company's 'Drive Change' platform. Shaw created a website, www.drivechangewithkia.com, as well as apps for the iPhone, iPad and iPod touch, and from there created events, incorporated on-air talent and involved hosts from its TV programs.

"It's a pretty powerful campaign piece and we're really proud of the outcome and the purpose. Mobile was one core component – but executed across all mediums made this idea really come together," says Burns. "We've seen that unaided brand recall actually goes up substantially when you incorporate multiple mediums into the campaign – so from the start we always approach mobile as a spoke in the marketing wheel." Olive's Hall is starting to see a lot more mobile calls to action in other media, signaling that more marketers are starting to treat mobile as part of the bigger picture instead of relegating it to its own silo.

When leveraged properly, mobile is a powerful instrument in any marketer's arsenal. It's all the more powerful when part of something bigger. "Mobile is only as good as the other platforms used to support it," says Burns. "The better the leveraged media support, the better the results and the more mobile will make sense for your customers and your brand." •

CREDITS

This publication is an advertiser-supported supplement to the September 2011 issue of strategy magazine, produced in association with the Canadian Wireless Telecommunications Association (CWTA). The CWTA is the authority on wireless issues, developments and trends in Canada. It represents cellular, PCS, messaging, mobile radio, fixed wireless and mobile satellite carriers as well as companies that develop and produce products and services for the industry.

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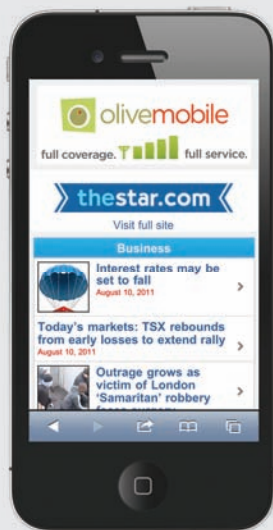
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BY TONY CHAPMAN

CAPITALISM WITH A CAPITAL C

THE ENTREPRENEUR

ILLUSTRATION BY DONOVAN BOND

It's time to get our collective heads, hearts and hands in gear. In fact, our future depends on it. The time is ripe for Canada to shift from follower to front-runner and emerge as a radically redefined global leader. But first, a little context.

Capitalist societies have always chased the Holy Grail of faster, better and more efficient: faster at identifying opportunities; better at the quality and speed of response; and more efficient at reducing costs that add no value.

No country adapted better to the model than the United States. Building upon a brawny work ethic and nationalistic pride, the baby boomers' desire for wealth and power, spurred by the tech advances that were a by-product of the arms and space races, resulted in unprecedented productivity, propelling per capita wealth and leading to superpower status.

Like a lion's hungry cub, Canada fed from the seemingly inexhaustible American trough, establishing an economic alliance that was the envy of the world. Our favoured-nation status, coupled with a rich supply of natural resources and a manufacturing advantage facilitated by a steadily depreciating exchange rate, kept our social programs afloat. It was easy to maintain two cars in just about every driveway. We felt rich.

But the harsh reality is that we were satiating our appetite in a dangerously unproductive way. In a January 2010 *Globe and Mail* article, economic guru Kevin Lynch provided a statistical evaluation of that reality. As Lynch observed, the quarter-century after the Second World War was particularly prosperous for Canada, with an average annual growth rate of 4%. Growth throughout the next quarter-century (1973 to 2000) was a significantly weaker 1.8%. And since the millennium, growth has averaged a tepid 0.8%. Back in the early '80s, when our growth rate began sputtering, Canada's productivity rate (measuring hourly output per worker) was about 90% of the U.S. rate. By 2007 it had dropped to 75%, and Canada ranked an embarrassing 17th in productivity among OECD nations.

Now our southern neighbour is at a tipping point, its roar reduced to a desperate whimper. The U.S. still has room

on its balance sheet to increase its debt ceiling. But basic math tells the true story. America's increased obligations to an aging population, multiplied by Americans' declining propensity to generate and spend wealth, further amplified by the need to raise taxes, will leave our longtime benefactor bloodied and beaten. Factor in our strengthening commodity-driven dollar and it points to significantly decreased demand for our goods and services.

So, how can Canada continue to fund our infrastructure and social programs for an aging population? We could sit atop our non-renewable natural resources and hope for increasing commodity prices to carry us or we could use our intellectual capital to become productive, seize global opportunities and assume our rightful place as a new pack leader. We must make innovation our lifeblood and unleash an array of invented, ideated, created and commercialized-in-Canada products, services and models that the world covets. We must create a sustainable new economy.

But how do we fund it? Thinking as a capital C Capitalist, here's my left-wing suggestion. The model already exists, thanks to the federal government and Canada's cable and satellite

distributors creating the Canada Media Fund. This year the CMF funded over \$350 million in Canadian programming and leading-edge digital content and software.

What I propose is a similar model, one where we use our old economy to fuel our new economy. We tax every barrel of oil, every pound of potash, every yard of lumber, every non-renewable resource to fund a renewable economy. We invest intelligently, and without bureaucracy, every dollar into meaningful life sciences, mobile apps, gaming, social media and marketing platforms, sustainable farming, energy and fishing opportunities.

Each of these platforms is rich in global opportunity for Canadians to build upon. Each deserves its own collaborative labs built across our country, where the private sector, creative community and academia come together to envision and invent – with the working capital to commercialize, keep and build these businesses in Canada. Think of a series of Silicon Valleys on steroids with a magnetic force capable of attracting and developing the best minds from Canada and around the world, who come here inspired by our entrepreneurial spirit, global ambitions and everything that living in Canada has to offer – culture, values, resources and beauty.

I can only imagine the backlash from the resource sector and the current government. But these are our resources. Let's turn non-renewable to renewable, unproductive to productive and imported to created and made in Canada.

Let's grow from a lion cub to the lion king.

Tony Chapman is the founder and CEO of Toronto-based agency Capital C.



BY WILL NOVOSEDLIK

THE OBSOLETE IN REVERSE

Baking marketing into the product. The focus group without walls. From campaign to sustain. These are some of the themes that emerged when I asked two of my colleagues here at Idea Couture to speculate on the future of marketing.

The usual prognostications are becoming tiresome. Channel fragmentation, the challenge of integrated communications, digital vs. analog, empowered customer vs. exposed brands, the demise of the agency, and so on. That doesn't mean they're not true, but they're being beaten to death. Time to dig deeper.

Let's start with a known trend, that of co-creation. In its simplest form, it has been brought to life within the context of campaigns utilizing user-generated content. The Doritos Virality campaign of last year and the currently running VW Golf campaign come to mind. In both cases, content is solicited from "fans" of the brand and used, in varying amounts, in commercials crafted by the agencies.

This is co-creation light. Agencies and clients have grabbed the wrong end of the bat. Co-creation is far more valuable at the very beginning of the marketing process than at the end. It should be about asking questions that lead to innovative new products, services and experiences that don't yet exist. Instead of asking people to come up with a clever idea for a TV spot, maybe we should be asking them, "do we really need another corn chip? What's up with corn chips anyway?"

This opened up dialogue among us about the notion of inverting the old top-down industrial model of product development embodied in the phrase "build it and they will come." Instead of the producer bringing the agency a final product and asking it to make it interesting, maybe the producer should bring a prototype to the customer and ask, "what's interesting about this?" Then, it's the agency's job to interpret the dialogue and refine the product to strengthen that built-in story.

Of course this type of crowdsourcing is done to a limited extent in the traditional focus group setting, or with surveys. But that model is less and less relevant in a world where it's possible to converse with customers at any stage in the marketing cycle. Continuous dialogue with customers in real time and in their real environment means you're operating in a focus group without walls, all the time, at every stage of the process. That's the future of co-creation. And it's already started.

So what impact will the focus group without walls have? If the continuity of dialogue with customers has obsoleted the focus group, it's also obsoleting the campaign model. If the feedback loop is continuous, and we're

responsive, the fruits of our collaboration should make it less necessary to mount the massive campaigns we are used to. We'll move from a "campaign" to a "sustain" mindset.

It won't be us vs. them; it will be us and them making the market together.

More sustained, long-term cultural narratives will allow both sides to focus on question forming rather than question asking. The process will be about building products and services by forming the right questions. Instead of a culture formed by business, we could have a business formed by culture. How refreshing would that be?

So how will the marcom infrastructure be affected? The problem is that no agency is channel agnostic. And many are still based on the media landscape of the last century, which means TV and the web media that emulate it are still the ultimate goal of copywriters and art directors everywhere.

Most agencies have tried to absorb digital talent, but integration has been slow while the corollary – a rapid proliferation of digital shops – has been rampant. And now we're seeing the proliferation of social shops as well. These days, it's not uncommon to be at meetings with five or more agencies around the table. The

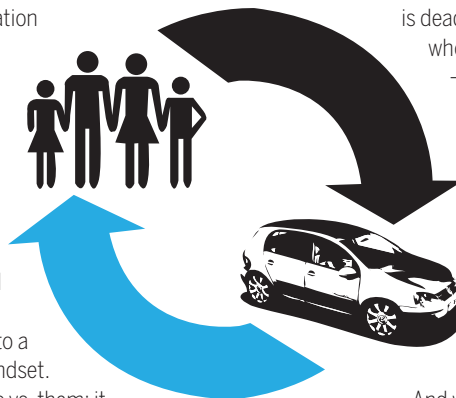
idea of a true full-service agency is dead to all but those who are too emotionally – if not financially – invested in it.

Increasing channel fragmentation already requires multidisciplinary collaboration, with no one provider at the head of the pack.

And with the increasing importance of customer experience, creative services firms will be under pressure to "do" more than "say" – the emphasis will move from just making messages to designing and crafting experiences, both digital and dirt-based.

The days of the agency occupying the top of the pyramid are in decline. It's now the customer who sits up there, as it should be. The rest of us need to learn to fall in behind.

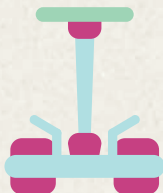
Will Novosedlik is VP brand & design thinking at Idea Couture. Special thanks to colleagues Sean Hazell (senior strategist/brand innovation) and Ricky Thomas (co-head of strategic foresight) for participating in creating the content for this column.



BRAND EXPERIENCE

11 BIG IDEAS THAT AREN'T SO BIG IN 2011

Strategy's annual "Next Big Things" report honours some of the most innovative ideas in advertising and technology. Sadly, not every idea can achieve this level of success. Here are 11 items that were once heralded as the next big thing, but never quite lived up to the hype.



1 THE SEGWAY

What was originally billed as a revolution in motion turned out to be a revolutionary new way to look ridiculous at 12 m.p.h.



2 LASER DISC

They were big, shiny and a higher quality than competing technologies. Too bad they ended up in the landfill and not the living room.



3 COMMUNISM

What is good in theory doesn't always work in practice, especially when it defies the basic principles of economics.



4 SMELL-O-VISION

If you could smell this paragraph, your nostrils would be flooded with the sweet stink of disappointment, which, coincidentally, is also the scent of prime-time television.



5 Y2K

One of the most talked about moments of the millennium quickly turned into its biggest non-event. Turns out partying like it's 1999 isn't much different than partying like it's 2011.



6 GOOGLE WAVE

When Google said, "Wave has not seen the user adoption we would have liked," it wasn't kidding. But don't feel too sorry for the online search giant – it just brought its +1 to the dance.



7 HYPERCOLOR CLOTHING

Why wouldn't we want clothes that change colour with heat? Plain old sweat stains are so last season.



8 ZEPPELINS

Talk about an idea that went down in flames. Is it too soon to make that joke?



9 THE PAPERLESS OFFICE

Look at the surface of your desk. Enough said.



10 FLYING CARS

We were promised flying cars by now. Let's make the Jetsons proud and make this happen by 2062.

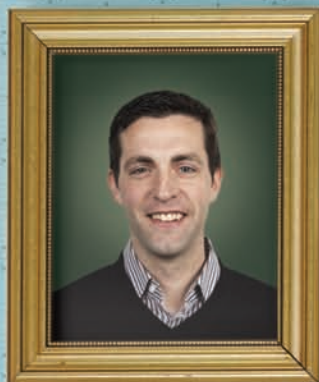


11 VACATIONS IN SPACE

Total Recall got all of our hopes up, but the amount of fuel required to propel a manned craft into orbit means that you won't be taking a weekend jaunt to Jupiter anytime soon.

For all the big ideas that do make it (like the ones we celebrate in this month's issue) there's more that don't. We hope you've enjoyed looking back with us on the ones that didn't quite get there.

- From the trendspotting folks at Radar DDB (follow them on Twitter @RadarDDB)



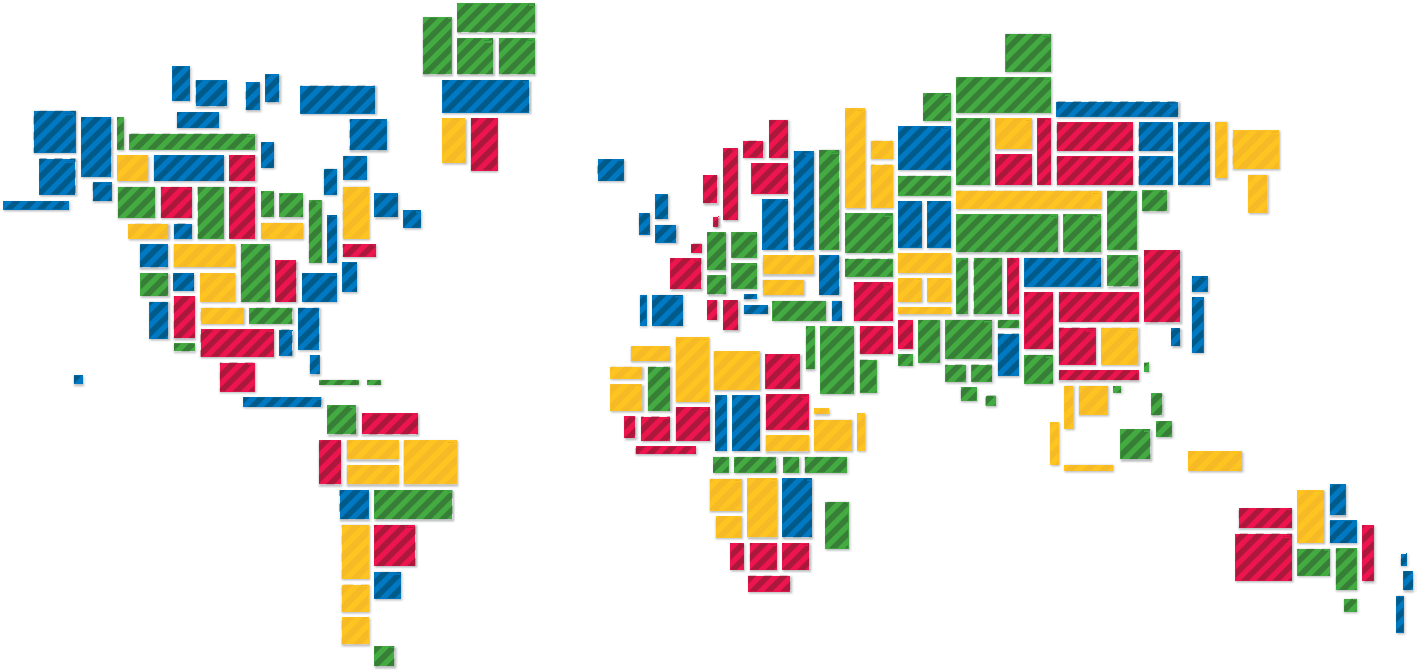
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